



HEALTH AND SAFETY
AUTHORITY



Programme of Work

2021

Our Vision:
Healthy, safe and
productive lives and
enterprises





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This is the third and final year for implementation of our Strategy for the period 2019-2021. This published document connects some of our key programme activities to the relevant strategy goals. It also sets out how the Authority will continue to respond to the COVID-19 pandemic in support of the national effort to keep workers, businesses and enterprises operating safely and in line with public health and occupational health and safety advice.

In 2021, we will also see the start of the new trading and engagement model for Europe and Ireland with the UK. In this regard, we will continue our activities in market surveillance of products coming into Ireland to ensure full compliance with all EU regulations within our mandate. We will also be actively engaging in EU decision making to ensure that Ireland and Irish interests continue to be met.

We will continue to promote and advance the benefits of accreditation to companies, enterprises and regulators alike. We will publish our national accreditation strategy taking into account outcomes from the governance review of the INAB completed in 2020.

At the start of our Strategy in 2019, we identified three priority sectors - agriculture, construction and health and social care. While COVID-19 has meant the focus and nature of our priorities and engagement in these sectors has changed, they still remain central to our programme of work. We will also focus on other sectors, such as meat and food processing as well as docks, transport and storage, arising from concerns related to COVID-19 and/or high numbers of fatalities and injuries.

In 2020, we saw workplaces and work change in significant ways and this has brought a range of not just new opportunities but also potential occupational health and safety hazards and concerns to the fore. In this regard, we will continue to support the Government's Remote Working Strategy and promote the full range of advice, e-tools and supports that we have produced which workplaces can deploy to ensure their employees are supported physically and mentally to meet these changes.

Our staff have individually and collectively delivered on the many demands placed on the Authority in relation to COVID-19 in 2020 and their commitment and dedication is acknowledged and appreciated. On foot of the additional resources which the Government has allocated, the Authority will be implementing a comprehensive recruitment process, as well as reviewing our operating model to determine the best use of these additional resources. This review, together with the transformation of our business systems that commenced in 2020, will ensure that the Authority is ready and able to meet the demands and expectations that are placed on us.

Finally, we look forward to concluding deliverables for this present Strategy in 2021 and, together with the Board, present our next Strategy Statement for 2022-2024.

Dr. Sharon McGuinness

Chief Executive Officer

The Authority's mission is to regulate and promote work-related safety, health and welfare, market surveillance, the safe use of chemicals and products, and provide the national accreditation service.

The core elements of our mandate can be summarised as follows:

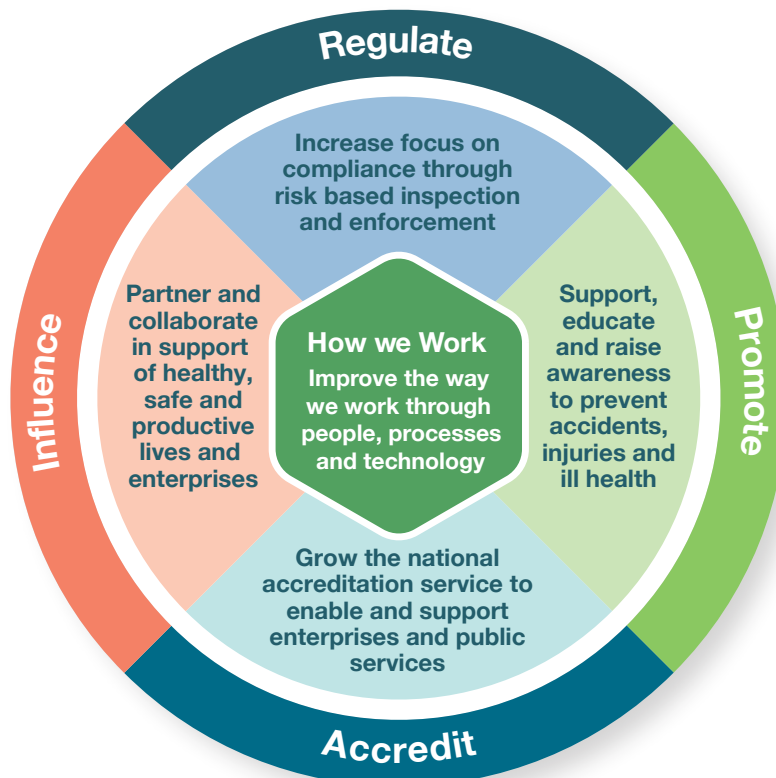
- To regulate and promote the safety, health and welfare of people at work and those affected by work activities
- To promote improvement in the safety, health and welfare of people at work and those affected by work activities
- To regulate and promote the safe manufacture, use, placing on the market, trade and transport of chemicals
- To act as surveillance authority in relation to relevant single European market legislation
- To act as the National Accreditation Body for Ireland



The Authority's long-term vision to enable "healthy, safe and productive lives and enterprises" is being met over the course of the three years 2019-2021 through our five strategic priorities.

These are:

- Increase focus on compliance through risk based inspection and enforcement (Regulate)
- Support, educate and raise awareness to prevent accidents, injuries and ill health (Promote)
- Grow the National Accreditation service to enable and support enterprises and public services (Accredit)
- Partner and collaborate in support of healthy, safe and productive lives and enterprises (Influence)
- Improve the way we work through people, processes and technology (How we work)



In deciding our annual programme for 2021, the Authority will focus efforts under our strategic objectives as follows:

COVID-19

The Authority will continue to support the Government in its efforts to ensure measures are put in place that will prevent the spread of COVID-19 in the workplace. We will continue to provide occupational health and safety advice and COVID-19 supports to employers and workers through our Workplace Contact Unit and online advice along with inspections of workplaces. We will continue to support Public Health in their investigation and control of COVID-19 outbreaks in workplaces. In addition, we will support the development and implementation of any legislation that is published to address requirements on COVID, including the Biological Agents Regulation and associated Code of Practice.

Brexit

We will continue to support and advise businesses as they work to meet EU regulatory requirements and product standards in the new trading regime between Europe and the UK. With regard to market surveillance of products coming into Ireland, we will address compliance with all EU regulations within our mandate through inspections and product checks.

Priority Sectors

We will aim to continue our focus on the three priority sectors identified under the strategy – agriculture, construction, and health and social care. Prior to the pandemic, the Authority had identified the key hazards associated with each sector and drafted plans to address these through specific actions under our regulate, promote and influence strategic objectives. However, changes have been required to manage the risk of occupational exposure to COVID-19 and other workplace sectors experiencing COVID-19 outbreaks will need to be prioritised, in particular the food and manufacturing sector.

In 2021 we will ensure that our promotion, prevention and enforcement activities are targeted

towards sectors which have the highest public health and occupational health and safety risks.

Business and Enterprise Support

We will continue to provide supports and advice to employers and workers through our Workplace Contact Unit, Chemicals Helpdesk, website, publications and e-tools (HSA Learning, BeSMART and Work Positive^{ca}) to enable them to meet their workplace occupational health and safety obligations.

Inspections/Investigation

The Authority will prioritise its investigation activity to hold to account duty holders who expose their employees and others to significant levels of risk while breaking the law.

Market Surveillance

In 2021, the Authority will actively conduct market surveillance of chemical and industrial products as well as advising businesses as they work to meet EU product regulatory requirements post Brexit.

Legislation and Guidance Development

We will support the development of any COVID-19 required changes to OSH legislation and ensure they are implemented as appropriate. We will also publish revised technical guidance (Technical Land Use Planning Advice) for planning authorities and operators of COMAH establishments on the control of new planning developments at, and within the vicinity of, qualifying COMAH establishments.

New Ways of Working

We will continue to support the Government's Remote Working Strategy and other initiatives to ensure OSH standards are maintained, as the world of work has changed as a result of COVID-19.

Competent and Designated National Authority Functions

We will fulfil the Authority's Competent Authority (CA) functions across a range of areas including machinery, lifts, PPE, ATEX, ADR road transport, Transportable Pressure Equipment (TPE), chemicals (REACH, COMAH, CLP, Detergents, Export-Import, Market Surveillance, Dangerous Substances) through engagement with other CAs and the provision of technical advice, approvals and inspections.

EU Policy Input

We will continue to ensure that the Authority makes the most effective use of its resources in contributing to EU committees and working groups in the development of policies relating to OSH, Chemicals, Market Surveillance and Accreditation. We will continue to seek opportunities to assume a lead role in specific committees and working groups prioritised in line with our national and strategic interests.

Accreditation

The programme of work for accreditation in 2021 will continue to focus on awarding new accreditations and monitoring conformance of the existing accreditations of the 231 clients in the INAB programme. It is intended to develop a further three new areas of accreditation, which will result in eight new areas of accreditation available by the end of the current strategy cycle. The national accreditation strategy will conclude with a focus on commencing implementation in 2021.

INAB will continue to provide support and expert advice across Government on conformity assessment and the impact of the UK exit and will also support Irish business to trade in the new European and UK trading model. In 2021, INAB will extend its international recognition for personnel certification and prepare for a full onsite evaluation in 2022, further extending our recognition for the EU emissions trading scheme.

Support the Minister and DETE

The Authority will support the Minister and the Department of Enterprise, Trade and Employment (DETE) in the development of policy and legislative proposals relating to COVID-19, OSH, chemicals and market surveillance nationally and at an EU and international level.

Corporate Governance and How We Work

In 2021 we will develop, and submit to the Minister, the Authority's Strategy Statement 2022-2024 following consultation with the Board, stakeholders and staff.

We will continue to prioritise Project IRIS, our technology and business transformation programme and implement the Risk Management Framework finalised in 2020.

We anticipate a high level of recruitment and staff training and development due to the additional resources sanctioned. With the continuing focus on COVID-19, we will keep under review our organisational and operational structures to ensure we can meet not just the demands from COVID-19 but also our existing legal mandates in relation to OSH, chemicals, market surveillance and accreditation.

Further specific actions and metrics related to each of the five strategic priorities and goals are listed below in more detail. Specific strategic actions for COVID-19 are identified separately for ease of review.



Programme of Work 2021 – Actions and Metrics

05

Specific COVID-19 Responses

Strategic Goal

Regulate

Increased focus on compliance through risk based inspection and enforcement.

Key Actions 2021

General actions

Undertake inspections and investigations in sectors identified by the National Standing Oversight Committee (NSOC).

Continue to support and participate in Public Health-led Outbreak Control Teams (OCT) as and when required by the Medical Officer of Health.

Undertake inspections and investigations in key sectors impacted by the Biological Agents Regulations and Code of Practice.

Continue checking compliance against the COVID-19 Work Safely Protocol.

Complete legislative development process for the Board proposal to amend the Safety, Health and Welfare at Work (General Application) (Amendment) (No. 3) Regulations 2016 to introduce a requirement for employers to report cases of COVID-19 that are attributable to work activity to the Authority.

Health and social care

Undertake inspections in the healthcare sector focusing on compliance with occupational health and safety requirements for the protection of employees from exposure to COVID-19 in the workplace. Inspections will be undertaken across different service types including hospitals and community services.

Construction

Monitor compliance with the COVID-19 Work Safety Protocol and concentrate on construction sites where work is undertaken inside and physical distancing is difficult to maintain. Support any Outbreak Control Teams which are set up to deal with COVID-19 outbreaks on Construction sites.

Food processing and other manufacturing

Monitor compliance with the COVID-19 Work Safely Protocol and support any Outbreak Control Teams set up to address outbreaks in these workplaces. Ancillary activities to the food processing sector, for example transport and storage facilities and cold stores, where physical distancing is difficult to maintain, will also be inspected to monitor compliance with the Protocol.

Specific COVID-19 Responses

Strategic Goal

Promote

Support, educate and raise awareness to prevent accidents, injuries and ill health.

Key Actions 2021

Support the continued development of COVID-19 national advice and guidance through the National Standing Oversight Committee and Labour Employer Economic Forum (LEEF) and other groups as necessary.

Continue to increase awareness of information, supports and guidance on COVID-19 available on the Authority website and other communications channels including provision of information directly to workers, employers and members of the public through our telephone helpline (Workplace Contact Unit) and web-based services.

In response to the unprecedented number of people working from home as a result of COVID-19, continue to support employers and employees with guidance, advice and supports with a particular emphasis on supports to address ergonomic and psychosocial hazards.

Promote the use of WorkPositive^{cl} to improve employee wellbeing and to help employers deal with the stressors of working in a COVID-19 environment.

Increase awareness and understanding of the 2020 Biological Agents Regulations and associated Code of Practice.

Any changes to the legislative requirements in the areas of occupational illness reporting will be promoted as required.

Influence

Partner and collaborate in support of healthy, safe and productive lives and enterprises.

Provide support to Public Health in their activities to prevent and control the spread of COVID-19 in workplaces.

Liaise with HSE HPSC to ensure the timely alerting of workplace outbreaks.

Continue to partner with other inspectorate bodies to support COVID-19 compliance checks as part of the cross-Government response to the pandemic.



Specific COVID-19 Responses

Strategic Goal

Accredit

Grow the National Accreditation service to enable and support enterprises and public services.

Key Actions 2021

Provide accreditation to laboratories for SARS-CoV-2 testing in a timely manner.

Continue engagement with representatives of HSE and NPHET on any policy requirements for mandatory laboratory accreditation.

Engage with representatives of HSE and NPHET on any policy requirements in relation to SARS-CoV-2 screening programmes and accreditation.

Closely monitor any international developments with regard to accreditation of SARS-CoV-2.

Continue to adapt assessment techniques to ensure the integrity of accreditation is maintained.

How We Work

Improve the way we work through people, processes and technology.

The activities relating to COVID-19, including supports, inspection and investigation will be guided by Public Health and other research and data available in line with best practice.

Undertake an intensive recruitment campaign to rapidly increase the number of field and policy inspectors available to the Authority. An accelerated on-boarding programme will be established to ensure quality service delivery.



Strategic Priority 1: Regulate

Increase focus on compliance through risk based inspection and enforcement.

Strategic Goal

Continue to drive increased focus on work related health and safety.

Key Actions 2021

Continue to carry out our inspection programme based on a combination of reactive and proactive responses. Emphasis and activities will be directed at the specific issues and hazards identified for the three priority sectors, high risk COVID-19 sectors and other identified sectors as appropriate.

Investigate all fatal and prioritised serious accidents in all sectors.

Health & Social Care

Complete a national inspection programme in health and social care settings with a focus on compliance with occupational health and safety requirements for the protection of employees from exposure to COVID-19 in the workplace. Inspections and investigations for other high-risk areas in healthcare will be undertaken as required.

Construction

Continue to monitor compliance with OSH Regulations and complete a programme of occupational health inspections in relation to musculoskeletal disorders (MSDs) and carcinogens.

Agriculture

Complete three proactive inspection campaigns covering high risks on farms covering:

- livestock handling,
- tractor and farm machinery operations and maintenance, and
- construction of, and the maintenance of, farm buildings.

Other

Monitor and carry out an inspection programme for the Transport (supply chain logistics) and Storage sectors and for vehicle use in Docks areas.

Continue to monitor compliance with OSH Regulations in the manufacturing sector, with particular emphasis on meat and other food processing facilities. Other manufacturing workplaces will be inspected as resources and priorities support.

Monitor and carry out reactive inspections and investigations in other OSH high risk sectors, such as Mining, Quarrying and Heavy Manufacturing.

Strategic Priority 1: Regulate

Increase focus on compliance through risk based inspection and enforcement.

Strategic Goal

Increase and broaden the inspection programme, focus on higher risks, less compliant and vulnerable workers.

Act as the lead national competent authority on chemicals and market surveillance.

Key Actions 2021

Undertake inspections in other sectors in line with the following targets:

- Sectors with a higher proportion of migrant and seasonal workers
- Sectors experiencing the highest levels of vehicle related injury and death at work
- Biological Agents
- Asbestos
- Chemical agents - welding

Fulfil **Competent Authority and Designated National Authority** roles in relation to the following pieces of legislation:

- REACH Regulation
- Classification, Labelling and Packaging (CLP) Regulation
- COMAH Regulations
- Chemical Weapons Act
- Dangerous Substances Act
- Detergents Regulation
- Export and Import of hazardous chemicals (Rotterdam) Regulation
- ADR Regulations
- Flammable Liquids and Fuels Retail Stores Regulations



Strategic Priority 1: Regulate

Increase focus on compliance through risk based inspection and enforcement.

Strategic Goal	Key Actions 2021
<p>Enforce market surveillance requirements of products sold on the Irish market, including those sold to consumers.</p>	<p>Carry out market surveillance inspection campaigns for chemicals, industrial and machinery products regulated under the following Regulations & Directives:</p> <ul style="list-style-type: none"> • REACH • CLP • Export and Import of hazardous chemicals (Rotterdam) • Detergents • Transportable Pressure Equipment • Machinery • Lifts • PPE • ATEX • Gas Appliances • Pressure Equipment <p>Monitor and prioritise for follow up relevant Rapex Alerts and the Information and Communication System on Market Surveillance (ICSMS) notifications.</p> <p>Continue to monitor compliance of products sold on-line.</p>
<p>Take proportionate enforcement action to encourage and ensure compliance.</p>	<p>Complete a programme of targeted inspections and investigations arising from accidents reported, complaints received, referrals from the European Chemicals Agency (ECHA) and market surveillance.</p>
<p>Advise and make regulatory and policy proposals to the Minister.</p>	<p>Complete legislative development process for the update of the Code of Practice for Industrial Lift Trucks.</p> <p>Update the Code of Practice for the Chemical Agent & Carcinogens Regulations to include occupational exposure limit values from the 5th EU Indicative list (EU) 2019/1831.</p> <p>Support DETE in the legal settlement of All Terrain Vehicles (ATV) Regulations. We will also support DETE in the conclusion of the Code of Practice on the Prevention and Resolution of Bullying.</p> <p>Provide technical support to the Department in relation to legislative proposals in the following areas:</p> <ul style="list-style-type: none"> - EU Market Surveillance and Compliance of Products - Transport of dangerous goods by road - Transposing 4th amendment of the Carcinogens and Mutagens Directive

Strategic Priority 2: Promote

Support, educate and raise awareness to prevent accidents, injuries and ill health.

Strategic Goal	Key Actions 2021
<p>Continue to increase knowledge and understanding of how to manage work related health and welfare.</p>	<p>Increase awareness of information, supports and guidance available on the Authority website to manage risks under the following areas:</p> <ul style="list-style-type: none"> • Occupational health • Biological agents • Migrant and seasonal workers • Prevention and resolution of bullying • Work-related vehicle safety • High risk sectors such as Agriculture, Forestry, Mining, Quarrying, Construction
<p>Increase visibility and encourage uptake of the Authority's on-line tools and services including BeSMART.ie, HSAlearning.ie and WorkPositive^{CI}.</p>	<p>Continue to increase the uptake of HSA online tools to support risk assessment, occupational health and safety awareness, and stress management (BeSMART.ie, hsalearning.ie, WorkPositive^{CI}).</p> <p>Develop a new platform for BeSMART.ie which will enhance functionality and offer secure access and use by customers.</p> <p>Continue to develop strategic links with representative bodies for small business, to promote the management of occupational health and safety.</p>
<p>Provide information and guidance to enable duty holders to understand the benefits of proactively managing safety, health and chemicals to the highest standards.</p>	<p>Increase awareness of the information, supports and guidance available on the Authority website to support remote working, including working from home.</p> <p>Continue to deliver information and training advice online across all sectors and for all stakeholders.</p> <p>Increase awareness of information, supports and guidance available on the Authority website with target audience and in particular with regard to the new trade arrangements with the UK.</p> <p>Publish and promote the revised guidance on COMAH land-use planning.</p> <p>Raise awareness amongst retail sector (hardware stores, distributors) on the need for providing safety data sheets for professional users.</p> <p>Promote guidance and information available to support the 2020 Biological Agents Regulations and associated Code of Practice.</p>

Strategic Priority 2: Promote

Support, educate and raise awareness to prevent accidents, injuries and ill health.

Strategic Goal

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.

Key Actions 2021

Roll out the *Choose Safety* programme in post-primary and further education settings with provision for a blended learning approach to facilitate remote learning. Continue to promote the digital badges programme to reward incremental learning.

Complete the development of a farm safety resource for young people in post-primary schools and continue to promote online learning resources to the formal education system.

Determine the extent to which OSH learning outcomes are covered in post-Leaving Certificate agriculture-related courses and the methodologies adopted in same.

Highlight findings from national participation in the Reach Enforcement Forum (REF-8) project on online sales of chemical products to raise awareness of the levels of non-compliant products sold over the internet and how consumers can better protect themselves when purchasing online.



Strategic Priority 3: Accredit

Grow the national accreditation service to enable and support enterprises and public services.

Strategic Goal	Key Actions 2021
Develop and implement a National Accreditation strategy.	<p>Conclude and publish the national accreditation strategy.</p> <p>Prepare a multi-annual implementation plan to address the strategic directions identified in the accreditation strategy and Implement actions for 2021.</p> <p>Continue to implement the recommendations from the review of structure and positioning in INAB.</p>
Promote the value of independent accreditation in building confidence in the quality and integrity of public and private services.	<p>Communicate clearly to ensure a wider public understanding of the role of INAB.</p> <p>Deliver key messages to targeted audiences, specifically in relation to World Accreditation Day 2021 theme and three identified sectoral publications.</p> <p>Increase visibility of the work of INAB and support business and regulatory reliance on accreditation through active stakeholder management.</p> <p>Raise awareness of the relevance and positive contribution of accreditation to everyday life in Ireland.</p>
Prepare and accredit clients operating in evolving areas, including cyber security, data protection and robotics.	<p>Develop schemes and business plans for accreditation in the following sectors:</p> <ul style="list-style-type: none"> • Medical imaging and clinical physiology • Cybersecurity regulation • Crime scene processes <p>Implement a support structure to provide for technical consultations on new scheme development.</p>
Monitor, anticipate and respond to increasing demand arising from the UK withdrawal from EU and other regulatory changes.	<p>Support Irish businesses and regulators relying on conformity assessment.</p> <p>Respond to increased demand for accreditation.</p> <p>Develop a campaign to encourage existing clients to extend their scope of accreditation.</p>
Maintain the international recognition and reputation of INAB and the IE accreditation services.	<p>Fulfil existing commitments with accredited clients and process applications to award of accreditation.</p> <p>Fulfil INAB's statutory functions in relation to Good Laboratory Practice (GLP).</p> <p>Fulfil all obligations to retain international recognition of INAB accreditation.</p> <p>Secure positive outcome to evaluation 2021 and prepare for the full evaluation in 2022.</p>

Strategic Priority 4: Influence

Partner and collaborate in support of healthy, safe and productive lives and enterprises.

Strategic Goal	Key Actions 2021
<p>Co-operate and proactively engage with stakeholders and regulatory bodies to achieve shared aims.</p>	<p>Support DETE in the development and implementation of a National Remote Working Strategy under the Future of Jobs programme.</p> <p>Engage, through DETE, with the Department of Housing, Planning and Local Government (DHPLG) on amendments to Planning and Development Regulations / COMAH Regulations in land-use planning area. Engage with planning authorities on how to implement the revised LUP guidance.</p> <p>Continue to engage and partner on the joint strategy and work programme with Road Safety Authority (RSA) and An Garda Síochána and key sector stakeholders on work related road safety priorities.</p> <p>Complete inputs into new national road safety strategy and agree role and actions.</p> <p>Continue to progress work with RSA and An Garda Síochána on sharing data and development of a profile of work related road collisions and incidents and their victims and develop mechanisms to improve data recording and reporting.</p> <p>Continue to work with other agencies according to agreed Memorandums of Understanding.</p> <p>Provide support to the Farm Safety Partnership and the Construction Safety Partnership Advisory Committees to the Board. Develop and agree action plans.</p> <p>Establish and roll out comprehensive communication strategies on major issues, including OSH, high risk sectors and the new trading arrangements between Europe and the UK.</p>
<p>Present objective research based proposals to Government, to achieve increased funding for the Authority.</p>	<p>Identify research to demonstrate the economic and societal benefits that regulation under our OSH, chemicals and market surveillance mandates can deliver.</p>

Strategic Priority 4: Influence

Partner and collaborate in support of healthy, safe and productive lives and enterprises.

Strategic Goal

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 & Health, Chemicals, Market Surveillance and Accreditation.

Partner with Government to provide support to businesses in preparing for and dealing with UK withdrawal from the EU.

Key Actions 2021

In conjunction with the Central Statistics Office (CSO), and the Department of Social Protection, continue to improve data gathering on occupational illness and ill health related to hazards such as stress, Musculoskeletal Disorders (MSDs) and cancers.

Continue to increase awareness of THOR ROI amongst specialist doctors, GPs and professional associations to promote voluntary reporting of occupational illnesses by specialists and GPs.

Participate in committees and working groups under the EU Commission, ECHA and the United Nations Economic Commission for Europe (UNECE).

Contribute to the EU and UNECE agendas through the provision of position papers, inputs into regulatory and policy decision making.

Provide experts and expertise on key committees and working groups to address loss of UK from decision-making processes.

Support the activity of the European Agency for Safety and Health at Work (EU-OSHA) via the Irish Focal Point Network.

Provide advice and support to companies through the Workplace Contact Unit and chemicals helpdesk, on-line supports and Brexit webpages.

Continue to partner with business support agencies and stakeholders on supports as opportunities arise.

Provide Authority input, as required, into Government-led business support initiatives.



Strategic Priority 5: How we Work

Improve the way we work through people, processes and technology.

Strategic Goal	Key Actions 2021
Value, engage and develop staff to strengthen organisational capacity and capability.	<p>Develop and implement a HR Strategy aligned to the organisation's future strategy statement and current operational context. An accompanying Action Plan will set out the steps necessary to deliver on these priorities and realise the associated outcomes.</p> <p>Undertake recruitment to fill sanctioned posts using external recruitment partners as required. In doing so, we will ensure our recruitment policies are effective in reaching the targets set out in the Migrant Integration Strategy and the Comprehensive Employment Strategy for Persons with Disabilities.</p> <p>Implement a comprehensive on-boarding programme for new starters to ensure that our people are specifically trained and supported to deliver on all our mandates.</p> <p>Deliver a learning and development programme for all staff to encourage a culture across the organisation that is people-centred and learning-focused.</p> <p>Deliver on the objectives set out in our Workplace Health and Wellbeing Strategy.</p>
Adapt our structure, operating model and allocation of resources to target key areas based on evidence, research, analysis and evaluation.	Carry out a comprehensive organisation structure review to ensure the structure meets the strategic needs and goals of the organisation, considering the evolving circumstances and changing environment in which we operate.
Apply the highest standards of Governance to the running of the Authority.	<p>Embed a culture of good governance at every level in the organisation. Continue to maintain an appropriate governance framework to ensure compliance with the Code of Practice for the Governance of State Bodies and to facilitate efficient and effective management which translates into value for our various stakeholders.</p> <p>Fully participate in all relevant international networks and fora to ensure we are operating in line with best practice.</p>
Optimise technology and research to improve efficiencies and services.	Continue to progress the business transformation programme under Project IRIS. This programme will address current challenges, while also providing new business and technical capabilities to support and enable the Authority to efficiently and effectively operate in the current environment, meet future demands and respond to changes.

Strategic Priority 5: How we Work

Improve the way we work through people, processes and technology.

Strategic Goal

Challenge our mandate and strategy annually to ensure we adapt to the changing environment.

Key Actions 2021

Develop, and submit to the Minister, the Authority Strategy 2022-2024 following consultation with the Board, stakeholders and staff.

With the continuing focus on COVID-19, we will keep under review our organisational and operational structures to ensure we can meet not just the demands from COVID-19 but also our existing legal mandates in relation to OSH, chemicals, market surveillance and accreditation.



Key Performance Indicators for 2021

	2021 Target	
Enforcement indicators (Strategic Priority - Regulate)	OSH	Chemicals
Number of inspections completed v target	7500	1100
Number of investigations completed v target	930	
Number of market surveillance interventions of chemical products v target	600	
Number of market surveillance interventions of industrial products v target	150	
Total number of prosecutions summarily and indictable	n/a	
Fines imposed	n/a	
Business support indicators (Strategic Priority - Promote)		
Number of customer centre inbound contacts (phone/email/letter/drop-in)	22,500	
Number of HSA website visitors	1,750,000	
Number of publication downloads	500,000	
Number of new publications and information sheets	n/a	
Number of BeSMART users to date (cumulative total)	90,000	
Number of farmsafely.com users (cumulative total)	n/a	
Number of organisations/users implementing WorkPositive ^{CI}	n/a	
Number of online courses taken on hslearning.ie (cumulative total)	170,000	
Number students taking Choose Safety education programmes (per each academic year)	n/a	
Number of REACH information requests processed	n/a	
Number of CLP information requests processed	n/a	
Number of land use planning requests received/processed	n/a	
Number of asbestos notifications processed	n/a	
Public awareness: Agree HSA important in reducing accidents and deaths	85%	
Public awareness: Agree health and safety of employees is taken seriously in my workplace	85%	
Public awareness: Agree effective management of health and safety contributes to business success	85%	
Public awareness: Agree workers very/fairly well informed about health and safety	85%	

Key Performance Indicators for 2021

	2021 Target
Legislative development indicators (Strategic Priority - Influence)	
Number of public consultations concluded by Authority	n/a
Number of legislative proposals sent to DETE	n/a
Number of codes of practice sent to DETE	n/a
Number of EU/international committee/working group meetings attended under OSH	n/a
Number of EU/international committee/working group meetings attended under Chemicals	n/a
Number of EU/international committee/working group meetings attended under Market Surveillance	n/a
Corporate governance indicators (Strategic Priority - How We Work)	
Total number of FOI requests processed	n/a
Total number of AIE requests processed	n/a
Total number of Data Protection requests processed	n/a
Total number of FOI / DP / AIE internal reviews and appeals processed	n/a
INAB indicators (Strategic Priority - Accreditation)	
Accreditations awarded by INAB Board	20
Accreditation decisions by INAB Manager	300
New applications for accreditation received	n/a
Assessment events completed	n/a
International meetings attended by INAB	n/a
Injury data (Strategic Outcomes)	
Number fatal accidents	n/a
Number non-fatal injuries, 4+ days absence (CSO data)	Available Q1 2023
Number non-fatal illnesses, 4+ days absence (CSO data)	Available Q1 2023
COVID-19	
Number of inspections where compliance with Work Safely Protocol checked	n/a
Number of COVID-19-related contacts to the Workplace Contact Unit (WCU)	n/a
Number of downloads of templates and other material	n/a

Notes

[illegible]

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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www.hsa.ie