

Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan

Health and Safety Authority

1. Summary of main progress achieved in the six month period April - September 2011

- Changes in divisional structure have been implemented to take account of overall reductions in staffing and ensure capability to deliver on our Strategy Statement.
- Proposals have been drafted in relation to the future role of inspectors and discussions with staff unions will take place shortly
- New teleworking and remote access arrangements have been agreed and implemented which will save on telecommunications costs
- The review of accommodation needs in Kilkenny and Waterford has been completed and will enable significant cost savings from Q3, 2012
- A new system for the retrieval of legal costs has been implemented and has resulted in increased cost recovery.

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2. Details progress updated for the six month period April - September 2011

1. Better human resource management: <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc.</i>		
Target Date as per Current Action Plan	Action	Current Position
Q1 2011	Review divisional structures	Divisional structures have been reviewed and changes in structure and staffing have been implemented to take account of the overall reductions in staffing and changing priorities.
Consultation with staff unions required target end Q3 2011.	<p>Role of GI inspectors to be redefined to include greater direct line-management responsibility for GII and GIII inspectors.</p> <p>Role of GII inspectors to be redefined with greater responsibility for managing specific initiatives and the development and sharing of technical expertise.</p> <p>Role of GII inspectors to be redefined including in relation to acting as team leader on specific projects.</p> <p>Role of GIII inspectors to be reviewed and realigned where necessary to take account of any changes made in GI or GII inspector roles</p>	<p>Impact has flagged this as an issue requiring consultation and where the details of these proposals may give rise to concerns.</p> <p>The review of Divisional structures has now been completed and this action can now proceed and take account of the changes made.</p> <p>Executive team has reviewed current roles and proposal has been drafted in relation to changes required. Initial discussions with union underway</p>
Consultation with staff unions required target end Q3 2011	The span of control of managers and supervisors will be reviewed so as ensure the best balance between managerial and supervisory responsibilities and that each supervisor has responsibility for a viable team.	Linked to item above and will be addressed as part of overall review of role and responsibilities for Inspector grades

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Consultation with staff unions required Q1 2011	COs to undertake intervention work as a normal part of their role in Workplace Contact Unit.	CPSU has flagged this as an area of disagreement . The issue is now referred to a third party
Consultation with staff unions required Q1 2011	COs to take minutes and perform secretarial role for appropriate internal committees.	As above. Referred to third party
End Q2 2011	Review flexible working arrangements including use of VRA (voluntary remote access), work-sharing and teleworking to ensure optimum productivity and availability.	Teleworking and VRA arrangements have been reviewed. Arrangements in place to discontinue teleworking. VRA has been modified to allow for up to 2 days working from home and the relevant guidance documents have been updated. Work patterns have been reviewed and adjusted where appropriate
End Q2 2011	Introduce “hot-desking” for teleworking staff and for staff using VRA above a set level where this will enable a reduction in office rental costs.	“Hot-desking” will be implemented wherever this will yield a saving in accommodation costs as and when lease agreements are up for review/renewal
Q2 2011	Review the requirements of attendance at Authority offices for staff who are working remotely from base and who are work sharing.	Review carried out as part of teleworking and VRA updates. See above
Sep-10	New sick leave policy put in place that requires managers to conduct a return to work meeting after each absence. All managers to be trained in new procedure.	Policy in place – training for managers completed and return to work meetings taking place after all sick leave absences. Attendance reports available on line to all managers.
Dependent on direction from DoF	Discontinue bank time facility.	Implemented on foot of Dept of Finance notice
Target end Q1 2011	Introduce a more effective time and activity recording system for all staff. This will require an investment of up to €12k and will be subject to a business case showing the necessary benefits relative to cost.	Insufficient business case to proceed with this proposal.

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Target end Q1 2011	Upgrade flexi system to allow managers to authorise adjustments online	Technical issues with upgrade have delayed this item. May be rolled out on pilot basis by end Q4
Subject to central decision by DoF	Review of privilege days. Central review of privilege days by DoF.	Privilege days have been discontinued
Subject to central decision by DoF	Reduced carry-over of annual leave per year to avoid build-up of large amounts of leave and specifically in relation to senior staff. Review has been carried out by DoF and new arrangements are in place.	Staff have been advised of the new arrangements.
Consultation with staff unions required target end Q3 2011.	Review and make necessary changes to divisional and unit structures, including enforcement regions.	This has been done to address staff changes at G1. 5 Regional basis maintained one specialist unit transferred to CBS and ADR specialist group inspectors integrated into regional structure. OH Unit transferred to CBS on March 1 st and Chemicals Policy and Services division being reorganised into the Chemicals Business Services division covering policy, advice and compliance.
2010	A proportion of all positions are filled on the basis of open recruitment ranging from 100% to 20%, depending on the nature of the position. All Chief Executive and Assistant Chief Executive positions are advertised externally.	Competitive open recruitment process in place
2010	All promotion and incremental progression is linked to performance.	PMDS reviews are considered for all incremental progression and promotion

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2. Better Business processes: <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i>		
Target Date as per Current Action Plan	Action*	Comment**
2011	Develop greater sources of “own income” e.g. through the provision of health and safety services e.g. information seminars in specialist areas, subject to ensuring that there is no conflict with or displacement of the Authority’s enforcement and investigation role.	A tender process was implemented through e tenders for a full feasibility study. This has stalled following the tender process and no supplier was identified. It will be reissued before year end. The Authority has implemented new systems for the retrieval of legal costs.
End 2011 and continuous	Assess and reduce the amount of information obligations that employers are obliged to submit to Authority e.g. notifications by employers and clients. This may require legislative changes.	This item is ongoing. We work closely with the DJEI to achieve this and early indicators are all positive. Some possible options related to Construction are delayed due to awaiting outcome on the issue of the Domestic Client and the Mobile Sites Directive. (See below – Taking Care of Business). The Authority will also contribute to the achievement of more efficiency and cost effectiveness in the CSCS and Safe Pass system in Construction
Q2 2012	Develop new module to GeoSmart inspection system to enable insurance companies to electronically submit insurance forms -‘report of thorough examination of lifting equipment’ which is a legal requirement. This will require an initial investment of up to €15k. and implementation will be subject to a business case showing adequate savings in administration cost.	A business case has been prepared and this showed that the administrative savings to either the Authority or insurance companies did not justify the cost of implementing this action.

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End 2010	Review the operation of the travel desk that books EU related travel to ensure that the cheapest flights are obtained and assess the value for money associated with its operation.	Discussions have taken place with the existing travel desk provider and a number of alternate suppliers. Changes have been made to the terms on offer from existing supplier resulting in reduced cost to the Authority. Quotations sought from alternate suppliers in Q3 2011 and a new contract is about to be awarded. Shared service model to be considered or participation in tender with DJEI and others to maximise VfM.
Mid 2011	Review the resource requirements of the Advisory Committees and ensure an appropriate balance between resources and activities.	RACs have been reduced to 3 from 4. This brought about by the merger of West and North West RACs. New terms of office commenced. Item to be kept under review
Q1 2011	Review reception arrangements for Dublin office.	Review carried out and changes have been made that has enabled better staff utilisation.
End 2010	Make better use of teleconference and web-based facilities for internal meetings.	ICT continues to support the expanded use of web and tele conferencing. A review will be carried out on Videoconferencing in Q4 to identify potential savings.
Q1 2011	Outlook calendaring to be used for all staff to assist in scheduling meetings, activities and for information on availability and location.	Mandatory Outlook calendar guidelines circulated to all staff via ACEs on March 8th and training in use of Outlook calendaring provided to two Divisions.

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Q2 2011	For specialist inspections e.g. chemicals, process and market surveillance, make more use of desktop inspection in combination with and preparatory to on-site inspections.	CBS have completed a market surveillance audit on PAH in tyres (chemical restriction under REACH). Positive outcome resulted as not found to be an issue in Ireland. Also learned the dos/don'ts of this type of work which will be used to determine future opportunities for market surveillance in CBS. The chemical inspection POW 2012 will be more focussed on market surveillance inspections and use of desktop audits
Q1 2011	Develop a MOU with NERA setting out respective roles and areas where information can be shared, including in relation to the identification and communication of potentially serious contraventions.	Initial discussion complete in 2010 and outline agreed. Draft MoU completion delayed to Q4
Subject to DJEI driving concept with its agencies.	DJEI to examine possibility of amalgamating a number of call centres currently operating as stand-alone centres in other DJEI agencies with a view to developing a single centre that would be capable of providing a single point of contact for a number of agencies.	Initial exploratory discussions have not amounted to any gain on reform but the principle of exploring options is well established.
Subject to interdepartmental agreement and possibly legislative development.	Agree system with Department of Social Protection where they use data collected for occupational injury benefit claims to fulfill European Commission requirements for annual data files of occupational disease reports from Member States.	Discussions held with DJEI and further meetings to be held to progress.

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<p>Subject to interdepartmental agreement and legislative development.</p>	<p>Agree system with Department of Social Protection where they forward data collected for occupational injury benefit claims to the Authority. The Authority will use this data to fulfil European Commission requirements for annual data files of occupational injury reports from Member States. This would remove the current requirement for employers to report injuries to both the DSP and HSA and would halve the information obligation for employers associated with reporting workplace injuries. The DSP would need to invest in an on-line reporting system for employers.</p>	<p>Proposals for legislative development being drafted and this option will be further examined as part of this process.</p>
<p>Subject to agreement with SCA and funding availability to implement</p>	<p>Action proposed: Agree system with State Claims Agency where they forward relevant accident reports from public sector bodies to the Authority. This is already being discussed with SCA.</p> <p>This will require a change in the accident reporting regulations.</p>	<p>Agreement to proceed reached between HSA and SCA on 11 November 2010. HSA have introduced web service to facilitate receipt of data from SCA (and any other agencies or organisations that apply to use the service).</p>
	<p>Review of Departments and public bodies with responsibilities for chemicals and control of substances to eliminate duplication and overlapping responsibilities. For example, the Pesticides Registration and Control Division and the HSA currently fulfil similar roles in relation to both pesticides and other chemicals.</p>	<p>Not advanced in Q2. However, Memorandum of Understanding has been agreed with the Pesticides Registration and Control Division of DAFF on the implementation and enforcement of REACH and CLP.</p>

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Implementation may depend on legislative development.	Support and actively foster necessary data sharing between agencies that contribute to risk based enforcement and reduced inspection burden on compliant organisations.	Ongoing discussion with DJEI Risk Based Enforcement working group. Draft Heads of Bill drafted. HSA listed as a relevant agency. Other agencies made aware of work such as HIQA and more recently CER. Heads of Bill re data sharing prioritised for completion by group in Q2 Data sharing arrangement agreed with Customs in relation to market surveillance requirements.
Q2	Review publications process with a view to maximising the downloading of publications and where paper copies are essential to minimise the costs of these.	This has been largely achieved with a high level of downloading as an accepted service for customers. It will be kept under review for continuous improvement
Q3 2010	Seek full expenses in relation to investigation costs where guilty verdicts are obtained in prosecutions	Implemented and operational.
Subject to DJEI/DoF direction	Better alignment by DJEI and DoF of planning and budgeting processes. Currently the Authority must submit its Draft Programme of Work to the Minister by the end of October each year but is not advised of its budget before mid-December.	
Q2 2011	Improve the Authority's internal budgeting and expenditure monitoring systems.	New reports were put in place in Q1. Training was provided to budget holders early in April.
Q4 2010	Reduce staff services and consumables for all offices	Ongoing reductions being implemented
Q4 2010	Deferral of the purchase of certain ICT services and equipment in Q4 2010 to Q1 2011. This is a non-recurring saving.	Purchases deferred

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Q3 2010	Installation of multi-function devices to replace current copiers and printers and control of ink usage.	All Authority Offices are now achieving savings in printing costs through the operation of a centrally controlled managed print solution
Q3 2010	Mobile telephony contract renegotiated during 2010	Mobile telephony contract renegotiated to achieve continued savings
Q1 2011	Replace obsolete landline telephone system before supplier withdraws service	New system in place since mid May 2011
Q3 2011	Landline voice telephony contract to be renegotiated during 2010	Tender deferred until Q1 2012 owing to pressure of work
	Responsibility for policy and inspection relating to transport of dangerous goods by road to be integrated with that for air, sea and inland waterways in a single Dept. e.g. Department of Transport	Not advanced in Q1 or Q2 2011. Integrated ADR-TPED Regulations 2011 agreed which streamlines regulatory burden for stakeholders.
Dependent on central systems being put in place.	Cooperate with the development of shared services, particularly in the areas of ICT, HR, Payroll, Pensions, Facilities Management	Issue of shared services in finance, payroll and pensions administration was raised with DJEI. Shared services with other agencies being explored in relation to financial systems, travel desk and disaster recovery.
	Single body with remit for safety and health in the workplace and in other areas. Remit could include worker and environmental safety and health together with air, land, and sea transport safety and health energy safety and pesticides.	

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Q2	Develop Memorandum of Understanding with HIQA in relation to the inspection of healthcare establishments.	Initial discussion held in Q4 2010. Draft MoU and Operational Protocol agreed Q3 2011.
Q1 2011 subject to agreement with DJEI	DJEI Liaison Unit and Authority to agree joint priorities in Q1 of each year based on the Authority's and Liaison Units respective work programmes and available resources	Meeting held with DEJI and legislative priorities agreed in relation to EU directives.
	Review the role and functions of the DJEI liaison unit in the context of an agreed performance framework.	Performance framework for Authority is the programme of work and strategy statement (Approved by the Minister under the Safety, Health and Welfare at Work Act 2005).
Q3 2011 and ongoing development	Further develop standard operating procedures and templates to ensure consistency and quality.	Project management templates and manual finalised and ready for roll-out and use by mid October. A number of pilot projects will be identified across the Authority as part of the roll-out.
Dependant on DJEI being able to facilitate	Pensions services to be provided by DJEI or other Dept./agency with the necessary skills in pensions. Payroll services to be provided by DJEI or other Dept./agency	Consultation with staff unions required. Issue raised with DJEI officials.
Dependant on DJEI or OPW being able to facilitate	Facilities Management of 7 Authority buildings to be taken over by DJEI or OPW.	Consultation with staff unions required.

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Depends on other inspection body being willing to use existing system rather than developing one from scratch.	GeoSmart Inspection workflow system intellectual property to be made available to other inspection bodies that need to update their systems e.g. to NERA or similar bodies.	Option discussed between HSA and NERA. Feasibility study completed by NERA. Final decision rests with NERA. It appears unlikely that NERA will avail of this option.
Oct-12	Surrender a proportion of office space in Kilkenny. This is subject to Govt. decision on decentralisation.	Review of accommodation needs in Kilkenny and Waterford has been completed and strategy agreed by Executive team. Outcome has been communicated to Landlord for Kilkenny office
End 2012	Review the staffing makeup and space requirements of both the Waterford and Kilkenny offices.	See above
Aug-11	Move Limerick offices to lower rent premises.	Board has approved procurement process for lower rent premises. Target completion date now end November 2011
End 2011 dependent on being able to reach agreement with landlord	Seek to renegotiate lease for Dublin office.	Will progress in Q4
Dependant on DJEI identifying specific need	Investigate possibility of sharing Dublin office space with other DJEI or agency staff to make best use existing space.	Have identified space availability to DJEI
Q3 2010	Renegotiate lease on Athlone office to seek a lower rent	Completed. Rent reduced as part of negotiations with the landlord's representatives.
Q4 2010	Renegotiate rent on Tipperary storage facility	Rent reduction achieved.
August 2011 consultation with staff unions required	Number of parking spaces in Cork to be reduced or different parking arrangements introduced.	Completed. Alternative more cost effective model implemented.

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Subject to review of Govt. Decentralisation strategy — in OPW ownership	OPW to dispose of decentralisation site in Thomastown subject to Govt. decision on decentralisation.	
Subject to agreement with bodies and may require legislative development	For registered companies to have shared access to key relevant data on employer, place of work, NACE and indicators of compliance.	Possible in the context of a legislative base. Heads of Bill agreed by Risk Based Enforcement Group (Company Law) for completion in 2011. HSA fully involved.
Q4	DJEI to initiate an interdepartmental network of enforcement bodies with the aim of developing common principles and approaches and to benchmark best practice. This would help ensure consistency of approach for regulators and improve the transparency of inspection and targeting methods.	Ongoing work within the RBE Group.
	Participate in the sharing of key compliance indicators between enforcement bodies, may require legislative development.	Legislation required but also promoted through agreed memoranda of Understanding with CER and in the draft MoU with HIQA.
Q2	Develop further Memoranda of Understanding with enforcement bodies with overlapping or parallel areas of responsibility	MoU signed with the Railway safety Commission. Draft MoU in place with HIQA. MoU with CER revised and updated.
Q2 2010	Train staff who are only periodically involved in procurement in negotiating best value.	Training provided to a number of staff in Q2. Additional training to take place during Q4 2011. Intranet content has been revised to include template tender and contract documentation for goods and services and other resources.

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3. Delivering for the Citizen: <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/Body its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i>		
Target Date as per Current Action Plan	Action*	
Q4 2011	Implement an increased emphasis on making it easier and cheaper for enterprises to comply with legal requirements through a "Taking Care of Business" programme including simple on-line risk assessments	This work is well underway with BeSmart – on line tool for the development of Risk Assessments and Safety Statements – both fundamental to safety and health management and compliance. It also can potentially save up to €42m annually if utilised by small businesses. It will progress with the development and expansion of target sectors / business types for this initiative. (Currently 4 sectors are included) The promotion of the on line tool and further information and back up support to businesses is key. All such initiatives make up the Taking Care of Business Service. The target for 2011 is 5,000 businesses. To date we have achieved more than 3,000.
Q2 2011	Implement business licensing and notification portal to ensure businesses can more easily meet their obligations in relation to licensing and notifications	Business licensing portal implemented
Subject to agreement with relevant agencies Q3	Develop Business Support Initiative in consultation with bodies such as IDA, Forfás, Enterprise Boards so that clear information is made easily available to start-up and small companies .This could for example mean that a number of agencies cooperate to develop a start-up pack for new small businesses.	This is included in a three year plan for our new Taking Care of Business (TCB) service – phase 2.

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Ongoing	<p>Make greater use webinars in addition to seminars for external events.</p> <p>Use of webinars for staff briefing sessions</p>	<p>2 webinars took place in Q4 2010 to deliver chemical advice to external stakeholders. In Q1, CBS management team made effective use of webinars rather than use f2f meetings. Target in Q2 is to arrange a licence for the Authority so that cost of providing external webinar service will be kept to a minimum.</p> <p>Webinar in Q4 to be delivered to Local Authorities on safe handling and use of chemicals.</p>
Q2 2011	<p>Continue development of Authority web-site as key information portal for employers and employees with an emphasis on meeting the needs of small employers.</p>	<p>The Authority website is upgraded on an ongoing basis. New content has been developed with the needs of small businesses in mind and this will be continuously reviewed and further developed as necessary. New functionality, such as a screen reader for those with literacy problems or visual impairment, has been introduced. The Authority website is the primary mode of communication with our customers indicated by approximately 500,000 website hits each year.</p>
Q1 2011	<p>All publications downloadable online.</p>	<p>See above in relation to Authority website. The vast majority of Authority publications are available to download for free. All publications are designed with the website in mind as the primary means of distribution.</p>