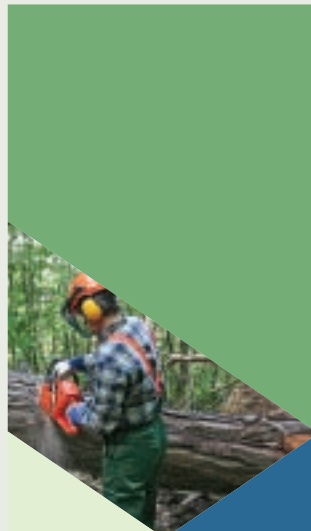




HEALTH AND SAFETY
AUTHORITY

Programme of Work

2011



Our vision:

A national culture where
all commit to safe and
healthy workplaces and
the safe and sustainable
management of
chemicals



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» Foreword by the Chief Executive

This programme for 2011 is the second year of our strategy for the period 2009 to 2011. It occurs at a time of significant change for the Authority, for the economy and for employers and employees.

On the positive side, the year 2010 continued the overall trend of the last ten years of falling numbers and rates of deaths and injuries in most sectors. The sad exception to this was in the farming sector where 22 people lost their lives, with a further 4 working in other sectors killed on farms, a more than doubling of the death in this sector compared to 2009.

During 2011 we will continue our programme of information and advice to farmers and we will redouble our efforts get full engagement of the farming organisations in relation to farm safety. In support of this we will significantly increase the number of farm visits we carry out. These visits are mainly advisory in nature but where inspectors come across dangerous conditions and a lack of commitment to improve they will enforce the law.

Times are tough for nearly everybody in 2011. The Authority will be facing into 2011 with a reduced budget and reduced staffing but so will most of the public sector and many enterprises are finding it difficult. The Authority recognises that enterprises need help to achieve compliance and reduce costs and will be launching a "Taking Care of Business" programme during 2011. This will include a major event in February where small companies can learn about how to implement health and safety in their enterprise in a straightforward way. We will also launch a simple on-line tool to enable small businesses to put together a safety statement without having to hire expensive consultants.

We will assist the Minister of Labour Affairs and Public Service Transformation in ensuring that out of date legislation is removed and in simplifying the administration associated with Safety and Health Compliance. The aim is to make things as straightforward as possible for enterprises.

We will continue the implementation of the REACH chemicals regulation and 2011 will see the implementation of the new classification labelling and packaging regulation.

We are a small organisation compared to our EU equivalents both in total size and compared to our working population. Ireland has made many gains in safety and health over the last decade and health and safety in Ireland compares favourably with that in any other EU countries. During 2011 we will work hard to maintain these gains and to ensure that our staff and budget are deployed so as to deliver the best possible value.



Martin O'Halloran
Chief Executive

Strategic Goals of the Health and Safety Authority

The Health and Safety Authority is the national statutory body with responsibility for enforcing occupational safety and health law, promoting and encouraging accident prevention, and providing information and advice to all companies, organisations and individuals.

The Authority is also the national Competent Authority for REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) and other chemicals legislation. The Authority deals with every size of workplace in every economic sector.

The Board of the Authority determines the Authority's strategy and policies. The Executive Team leads and controls the implementation of annual programmes of work in line with the Authority's statutory responsibilities and policies set out by the Board.

The Authority has committed to achieving six goals in its Statement of Strategy 2010 to 2012:

- To enable employers, employees and other duty holders to reduce risks to safety, health and welfare
- To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises

- To support the Minister for Enterprise, Trade and Innovation in the initiation and development of appropriate legislation and policies
- To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare
- To promote the safe and sustainable management of chemicals
- To ensure the Authority is effective in delivering on its goals and achieves value for money

The Programme of Work for 2011 continues the implementation of a range of activities to achieve these goals. The Authority is structured in four divisions:

- Workplace Compliance and Advice
- Prevention Services
- Chemicals Policy and Services
- Corporate Services

This report outlines the Authority's key priorities for 2011 in each of the four divisional work programmes. Detailed tables show how specific actions in the work programme relate to the Authority's strategic goals and sub-goals.

»» Priorities for 2011 – Workplace Compliance and Advice Programme

The Workplace Compliance and Advice Division will concentrate its resources on those sectors and activities where the risks of fatality, injury or ill health are highest and where employer awareness and commitment is weakest.

Through direct intervention at the place of work, the division aims to enable employers and the self-employed to have safe and healthy workplaces. Activities include providing guidance, issuing advice and taking the necessary enforcement actions. Inspections will be initiated in areas of previously limited activity to continue the process of increasing awareness and ensuring knowledge of new and emerging issues.

Priorities:

- Ensure that the sector and activity focus is risk based so that the area of highest risk receives the highest level of inspection. In addition, inspections will ensure that known risks in sectors are controlled. There will be a specific focus on the implementation of control measures to address the risks from manual handling; slips, trips and falls; work-related vehicles; and chemical use.
- Support employers that demonstrate a commitment to ensuring safe and healthy workplaces in the inspection process by the provision of advice and guidance.
- Actively seek to identify those who disregard their duties and fail to ensure safe and healthy workplaces for their employees. In such circumstances, the necessary enforcement powers will be used to ensure compliance.
- Continue to engage with larger multi-site employers at corporate level to assess the implementation of health and safety management systems and to ensure a consistent and acceptable standard at each location.
- Significantly increase the focus on the agriculture sector through additional inspections (3,000 inspections planned), the development of a dedicated inspection team for the sector and supporting agreed initiatives with the farming representative bodies.
- Implement a national inspection programme of 14,500 inspections to assess the management of health and safety at individual places of work. The increased emphasis on occupational health issues and chemical use will continue.



>> Priorities for 2011 – Prevention Services Programme

The Prevention Services Division will work on those factors that motivate the Authority's key target groups of employers and employees to prevent accidents and ill health at work.

Employers, particularly those that employ small numbers, are focused on regaining business growth. Employees, too, are anxious to contribute to the organisation and to secure their future employment. The Authority must encourage both groups to meet their challenges in a manner that integrates safety and health into their agenda. They need to know that this is not difficult, that it will support their other goals and that the Authority will assist them.

Priorities:

- Lead the development of new approaches and measures that assist small businesses in their compliance with safety and health requirements. These measures will be set out in the Authority's Taking Care of Business (TCB) initiative.
- Enlist employee support for, and contribution to, assessment and control of risks.
- Assist the Minister for Labour Affairs and for Public Service Transformation in:
 - implementing the government's agenda to reduce information obligations and to simplify requirements for business where possible
 - developing and promoting legislative measures that follow consultation with worker and employer representatives and others as appropriate
 - representing Ireland at EU level on policy committees, work groups and technical expert committees in the area of occupational safety and health.
- Provide active support for those partnership structures that can demonstrate real progress in reducing deaths, accidents and ill health at work. The Farm Safety Partnership Advisory Committee will enter its third year of action. The Construction Safety Partnership will commence a new phase (subject to agreement at social partner level). The Work-Related Vehicle Safety Steering Group and Consultation Panel will commence its first full year of partnership. The Health Sector Steering Committee will address its terms of reference at meetings in 2011 and beyond.
- Continue to influence future workers and to promote a sensible approach to risk management by young people. Contributing actions will include implementing the Keep Safe Initiative at primary level; the Transition Unit/Choose Safety, Spirit of Enterprise at post-primary level; Third Level Competition; promotion of e-learning modules and 'Haphazard Game' across all levels; and the development of guidance for a health and safety management system for primary schools.
- Follow through on groundwork completed in 2010 in the area of market surveillance, with specific guidance and supports to businesses in the areas of personal protective equipment, ATEX (equipment for use in explosive atmospheres) and machinery.
- Strengthen employer measures to address occupational health, including psychosocial risks in general and particularly in the area of work-related stress. This will involve promoting the use of the Work Positive Tool using newly developed Irish norms.

»» Priorities for 2011 – Chemicals Policy and Services Programme

In 2011 the Chemicals Policy and Services Division will celebrate its fifth year of providing leadership on safe chemicals management nationally and in Europe.

The division will continue to focus on national initiatives to support the chemicals sector in meeting the goal of safe and sustainable chemical use. Legislative developments from Europe and beyond will remain a key driver of the annual work programme. Alongside this specific programme, the division will meet its ongoing and important functions as Competent Authority, as Designated National Authority under the Rotterdam Regulation and as legislative lead in all areas of chemical manufacture, import, export, sale and use.

Priorities:

- Fulfil ongoing functions in respect of REACH and Classification, Labelling and Packaging (CLP) Regulations (legislation regarding the safe manufacture, use and sale of chemicals). The REACH Regulation will reach its full potential with the remaining aspects on evaluation coming into force alongside the follow-ups from the passing of the first registration deadline on 30 November 2010. The CLP Regulation also commences its path to full enforcement with the introduction of the notification step for all chemicals that are placed on the market. As Competent Authority on REACH the Authority will look to identify a 'substance of very high concern' as well as a possible candidate from the Community Rolling Action Plan, the list of substances subject to evaluation by member states.
- Continue to play a leading role in the EU legislative process regarding COMAH (major accident hazard) and Seveso Regulations as well as bringing knowledge and expertise to bear in the development of the national legislation by the Department of Enterprise, Trade and Innovation (DETI). It is anticipated that the revision of the Seveso Directive will be concluded by Europe in 2011.
- Meet specific targets in relation to enforcement activities on COMAH sites: some 400 inspections are planned with an emphasis on the inspection of the safety management systems in relation to plant and process design and plant commissioning.
- Develop the necessary policy and guidance to support implementation of the UN Carriage of Dangerous Goods by Road (ADR) 2011 Directive, together with DETI, to ensure that Ireland is in compliance.
- Review the ADR driver and DGSA (dangerous goods safety advisor) exam programmes.
- Provide support to DETI to ensure that the Carriage of Dangerous Goods by Road Act and associated regulations are introduced and implemented.
- Consolidate and update the Chemicals Agents Regulations 2001 and associated guidelines.
- Publish the Chemical Agents Code of Practice incorporating the third list of European Indicative Occupational Exposures.
- Through continued active participation in national, European and international chemical committees and working groups, provide technical and policy expertise for Ireland and Irish stakeholders.
- Provide unique expertise in the Risk Assessment and Socio-Economic Analysis Committees on REACH.
- Remain at the forefront in expertise in nanomaterials and in how these can be considered in the context of European requirements on chemicals.

»» Priorities for 2011 – Corporate Services Programme

The Corporate Services Division seeks to ensure that there is a high standard of corporate governance within the Authority, and that the Authority's systems in the areas of human resources, communications, finance, procurement and information provision are robust and provide value to the work of the customer-facing divisions.

Priorities:

- Provide the Board with adequate services and information to enable it to fulfil its role.
- Ensure that the provisions of the Code of Practice for the Governance of State Bodies are applied throughout the internal management systems of the Authority.
- Coordinate a modernisation programme, in consultation with staff, to implement the terms

of the Croke Park Agreement and to make significant changes in the way that the Authority provides its services and conducts its operations so as to maximise flexibility and efficiency.

- Provide an internal customer-focused service to all units of the Authority in the areas of finance, ICT and HR so as to enable all staff to do their jobs in the most productive way.
- Provide up-to-date information to all divisions in relation to workplace accidents and ill health, budgets and expenditure, and staffing to enable them to monitor and assess the progress and effectiveness of the Authority's programmes of work.
- Protect the safety, health and welfare of all staff through the operation of an active safety and health management system and the provision of a comprehensive occupational health service.
- Ensure that all staff are part of a performance management system in which clear objectives for teams and individuals are agreed and performance is regularly monitored.
- Develop staff through a combination of training, supervision and coaching so as to achieve high levels of performance and to promote and maintain the necessary technical, operational and managerial skills.



» Programme of Work Linked to Strategic Goals

The tables opposite provide a detailed account of the actions planned for 2011 and how they link to the Authority's strategy goals and sub-goals. The aim is to provide a thematic view of the range of activities across all divisions in the Authority as they relate to each strategy goal.



» **GOAL A:** To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
1. Develop and prioritise work programmes	1.1 Ensure that structures and processes are in place to enable us to identify new and increasing risks	<p>Continue to monitor accident reports and other available information to identify significant risk factors for slips, trips and falls on the same level</p> <p>Implement a campaign to increase reporting of accidents, illnesses and dangerous occurrences and to promote awareness of revised reporting requirements</p> <p>Participate in EuroStat European Statistics on Accidents at Work Technical Group meeting in Luxembourg in April to obtain information about new risks emerging at European level. Assess occupational health issues across a range of sectors and present a report of findings and actions arising.</p> <p>Review inspection findings from 2010 for policy implications and develop action programmes to address issues identified</p> <p>See also Goal E, Sub-strategy 2.2</p>
	1.2 Promote workplace strategies that contribute to employee health	<p>Develop technical guidance on manual handling/people handling risk assessment in the healthcare sector through collaboration between the Healthcare Policy Unit and the Occupational Health Unit</p> <p>Develop web-based guidance on Work Positive using 2010 norms established for the national population</p> <p>Roll out new Work Positive nationally, targeting retail sector and local authorities</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Develop a technical information sheet on the prevention of work-related upper limb disorders for users of computer workstations in the workplace</p> <p>Develop an information guide on early intervention to prevent escalation of bullying complaints</p> <p>Work with relevant agencies to agree an approach to bullying prevention and management</p> <p>Finalise and publish guidance on night and shift work</p>
	<p>1.3 Increase our emphasis in the areas of transport and healthcare</p>	<p>Support evaluation of work-related vehicle safety (WRVS) plan and healthcare plan through the development of statistical time series dashboards</p> <p>Provide healthcare-sector-specific guidance and information in cooperation with other agencies</p> <p>Engage with key stakeholders in healthcare through a number of formalised channels including the Authority's Healthcare Steering Group</p> <p>Develop training interventions for those working in the healthcare sector and on courses preparing entrants to the sector</p> <p>Continue to review incident reports and other available information to ensure targeted interventions for the healthcare sector</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Implement 2011 actions of the WRVS plan, including raising awareness, mainstreaming WRVS topics into selected education and vocational training curricula, and improving statistical data collection and analysis in conjunction with key partners</p> <p>Influence the development of a revised training standard and associated guidance for operators of rider operator lift trucks</p> <p>Coordinate the work of the WRVS Steering Group and Consultative Panel respectively to achieve partnership-based actions in the WRVS plan</p> <p>Include WRVS as a priority inspection topic for the transport and healthcare sectors</p> <p>Complete inspection campaigns targeting risk assessment, loading and unloading, load security and preventing falls from vehicles as per the five-year plan</p> <p>Maintain increased number of healthcare inspections</p>
	<p>1.4 Develop specific measures where there is a direct link between work, absence and employee health</p>	<p>No specific action planned for 2011</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
	<p>1.5 Ensure that prevention in the areas of docks, fire hazards and market surveillance receives adequate attention</p>	<p>Publish the Code of Practice for Docks Industry and implement a campaign to raise awareness of the code</p> <p>Continue market surveillance projects in relation to personal protective equipment (PPE) and machinery</p> <p>Develop projects in the area of ATEX (equipment for use in explosive atmospheres)</p> <p>Complete a specific docks inspection programme</p> <p>Promote and increase the use of codes of practice and guidance developed for the agriculture, forestry and quarrying sectors</p>
	<p>1.6 Develop and implement programmes of work to address key hazards</p>	<p>Increase inspection in the agriculture sector significantly; a dedicated inspection team will operate and forge regional links with the farm representative bodies</p> <p>Achieve reduction in the incidence of fatal accidents involving tractors on farms with agreed specific actions</p>
<p>2. Support employers, employees and other duty holders in dealing with and understanding workplace safety, health and welfare</p>	<p>2.1 Promote and encourage the implementation of effective safety and health management systems in organisations</p>	<p>Promote and raise awareness of the health and safety management system for post-primary schools; target promotion at relevant duty holders</p> <p>Promote the Code of Practice for Employers with Three or Less Employees in the fishing and quarry transport sectors</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Publish a three-year programme for small businesses and implement year one of the programme</p> <p>Assess health and safety management systems in all inspection programmes</p> <p>Carry out a specific programme on the use of generic safety statements in places of work and their impact on health and safety management</p>
	<p>2.2 Ensure that employers and other duty holders have access to comprehensive and easily understood information and guidance for high-risk sectors and hazards and on the key duties that arise from legislation</p>	<p>Produce guidance, in consultation with key partners, for a range of sectors and hazards, including docks; diving; healthcare; slips, trips and falls; Electro-Magnetic Fields(EMF) and vehicle safety</p> <p>Develop and distribute guidance on the management of health and safety in primary schools</p> <p>Promote and deliver Construction Safety Partnership SMP20 workshops</p> <p>Further develop the Safe System of Work Plan model to include written risk assessment</p> <p>Develop guidance for drilling and blasting in the quarry sector</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
	<p>2.3 Present information to employers and those in control of workplaces that is accessible, cost-effective and appropriate to their needs</p>	<p>Mainstream the provision of five recently developed e-learning courses to identified target groups to assist awareness raising and understanding</p> <p>Further develop the Authority's website to ensure that the potential for modern technologies is maximised</p> <p>Implement the agreed recommendations of the review of the national system for the management of first aid training and accreditation</p> <p>Format the Code of Practice for Contractors with Three or Less Employees into a downloadable version</p> <p>Develop online safety statement/risk assessment tool for small businesses in the areas of retail, hospitality and manufacturing, and other areas where there are a large number of such employers</p>
	<p>2.4 Enhance employer competence in dealing with workplace safety, health and welfare</p>	<p>Deliver construction seminars to advise duty holders on amendments to the Construction Regulations, Roofwork Code of Practice and new Safe System of Work Plan and other developments</p> <p>Run national seminars for the high-risk sectors of agriculture and quarrying</p> <p>Provide interactive safety stands at two major agricultural events</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Format selected codes and guides as e-books</p> <p>Continue to promote the online version of the Agriculture Code of Practice</p> <p>Promote Authority guidance during inspections and provision of support through written advice</p> <p>Coordinate inspection activity with prevention initiatives</p> <p>Run a national small business support event to assist businesses in complying with safety statement and risk assessment requirements and to provide advice and information</p> <p>Provide appropriate follow-up to the event for registered employers</p> <p>Hold local workshops nationwide to support online risk assessment/safety statement completion and to provide other advice and information</p>
	<p>2.5 Support employers who demonstrate eagerness to implement safety and health practices that prioritise prevention, by developing and publishing case studies</p>	<p>Ensure that the Taking Care of Business (TCB) initiative assists registered employers with templates and web-based case studies</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
	<p>2.6 Provide special supports for small businesses and the self-employed that will address their safety, health and welfare needs</p>	<p>Implement an organisation-wide support programme for small businesses – TCB; launch overall programme in Q1, 2011</p> <p>Develop web-based tool for small businesses on work-related vehicle safety and other key hazards</p> <p>Promote the use of the SMP20 pack and the uptake of the associated workshop for contractors employing up to twenty employees</p> <p>Further develop the Safe System of Work Plan model to include written risk assessment</p> <p>Provide statistical support to the TCB through the analysis of existing data sources and new data collections from small business</p>
	<p>2.7 Establish, in conjunction with others, a series of programmes that can be delivered on site (for example, through e-learning technology) with the purpose of ensuring that employees can demonstrate their understanding of their individual responsibilities</p>	<p>Promote basic e-learning packages in selected target areas outside the education sector</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
<p>3. Encourage and enable employers to address occupational health issues in conjunction with safety</p>	<p>3.1 Develop tools for employers to enable them to identify risks in occupational health and develop appropriate control measures</p>	<p>Promote the Work Positive programme widely with revised norms for Irish workplaces</p>
	<p>3.2 Provide on-site support through special initiatives that aim to reduce instances of occupational illness</p>	<p>Address occupational health issues, particularly manual handling, stress and bullying, as priority topics during inspections</p> <p>Inspectors to refer occupational health issues to internal specialist units where appropriate</p>
	<p>3.3 Identify significant issues causing occupational illness in each sector, and address these together with our key partners</p>	<p>No specific action planned for 2011</p>
<p>4. Communicate effectively and appropriately</p>	<p>4.1 Present appropriate information so that it is accessible and meets the needs of those it is intended to reach</p>	<p>Provide rapid and accurate responses to internal and external requests for statistical information</p> <p>Provide a comprehensive update on health and safety performance through the production of the HSA Statistical Summary 2009–2010</p> <p>Further develop web-based information and template responses to customers' questions for implementation by the Workplace Contact Unit</p>

GOAL A: To enable employers, employees and other duty holders to reduce risks to safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		Host, promote and market 'serious gaming' resource to schools and link to new communication tools, particularly for teenagers
	4.2 Keep our information clear and concise	Engage with public representatives on the strategic aims of the Authority and clarify key objectives and justifications Maximise media coverage to deliver strong positive messages from the Authority
	4.3 Regularly seek feedback on the quality of the information we provide to evaluate its effectiveness	No specific action planned for 2011

» **GOAL B:** To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
<p>1. Influence leaders and those who can bring about and support change</p>	<p>1.1 Work with employer bodies, trade unions and other agencies and public bodies that have influence over the safety and health of workers and those affected by work activity</p>	<p>Implement year three of the Farm Safety Partnership five-year action plan</p> <p>Actively engage with the Construction Safety Partnership in implementing a new programme in accordance with agreements reached</p>
	<p>1.2 Present the case for investment in occupational safety, health and welfare, with an emphasis on the beneficial long-term outcomes for business, society, the state and the economy</p>	<p>Encourage stakeholder involvement in the implementation of the Farm Safety Partnership action plan</p>
	<p>1.3 Conduct research and collate existing research that defines the opportunity for businesses to reduce costs by implementing a good safety, health and welfare management system</p>	<p>Publish results of Road Safety Authority (RSA) research into deaths and injuries from work-related road traffic collisions on the Authority's website</p> <p>Use the results of occupational health research in the agriculture sector to develop simple occupational health guidance</p> <p>Scope research on cost of accidents to small businesses in Ireland (for action in 2012)</p>

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	<p>1.4 Renew our campaign on the theme of directors' responsibilities, with the aim of assisting, in particular, those who own and manage small businesses, and provide practical support through tools, briefing sessions and seminars</p>	<p>Within the scope of the Taking Care of Business (TCB) initiative, implement a major awareness-raising campaign focusing on directors and owners/managers of small businesses</p>
	<p>1.5 Develop partnerships with other EU member states with similar interests</p>	<p>Be an active member of the Senior Labour Inspectors Committee (SLIC) of the EU and ensure that Ireland contributes to and takes part in the proposed initiatives</p> <p>Participate in the European Transport Safety Council project on work-related road safety</p> <p>Participate in SLIC MACHEX projects (network setup to address issues of safety of machinery in the workplace) related to machinery safety</p> <p>Contribute to safety initiatives organised at EU level such as European Safety Week, and other specific sector events</p>
	<p>1.6 Raise national awareness of outcomes, particularly positive ones, and present year-end outcomes with a strong emphasis on value for money and impact</p>	<p>Chart the impact of the Construction Safety Partnership SMP20 initiative, including workshops</p> <p>Continue to use various media types to promote farm safety</p>

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	1.7 Benchmark Ireland's progress, including rates of fatality and injury/illness, with other EU countries with similar standards	Host an international agriculture safety conference and benchmark Ireland's performance
2. Use partnerships to enhance our capability to influence employers, employees and others	2.1 Cooperate with other state agencies, including those with an enterprise development or support role, to enable the provision of integrated and effective supports in relation to safety and health	<p>Review all memoranda of understanding (MoU) and agency agreements</p> <p>Complete MoU with Department of Transport, Marine Casualty Investigation Bureau, Coroner's Office, Health Information and Quality Authority, National Directorate for Fire and Emergency Management (NDFEM)</p> <p>Complete MoU with Road Safety Authority (RSA) and An Garda Síochána in relation to work-related vehicle safety</p> <p>Complete MoU with National Consumer Agency (NCA) and Customs in relation to market surveillance</p> <p>Participate in Inter-Agency Committee on Market Surveillance</p> <p>Assist FÁS and committee structures to identify key training needs (e.g. Construction Skills Certification Scheme and Quarries Skills Certification Scheme)</p> <p>Publish new Safe System of Work Plan forms and booklets, in partnership with the Local Authorities Safety Advisors Group, covering parks and the environment</p>

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
		<p>Continue programme with National Standards Authority of Ireland (NSAI) in relation to lifting equipment</p> <p>Continue participation in NSAI Gas Technical Standards Committee</p> <p>Liaise with NSAI with respect to international standards development</p>
	<p>2.2 Continue to manage key Authority advisory and Board sub-committees in pursuit of continued gains for the relevant sectors and regions</p>	<p>Implement revised membership arrangements for regional advisory committees</p> <p>Facilitate the Construction Advisory Committee to ensure continued contribution to key issues/initiatives in construction and advice to Board</p> <p>Contribute to the promotion of the work of the Farm Safety Partnership Advisory Committee and enlist farm leadership support</p>
	<p>2.3 Actively participate in partnerships, both established and new, whose work complements our agenda of good safety and health performance</p>	<p>Continue active participation in the Construction Safety Partnership (CSP), including in structure management and contribution to goals</p> <p>Continue to deliver agreed CSP programmes, including SMP20 workshops</p> <p>Continue participation on the executive of the National Irish Safety Organisation</p>

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
		<p>Continue participation as a member of the Standards Advisory Board of the Further Education and Training Awards Council</p> <p>Participate on the Railway Safety Advisory Council</p> <p>Coordinate the national focal point for liaison with the European Agency for Safety and Health at Work (Bilbao); implement a successful EU Safety Week with the support of this partnership</p> <p>Support the work of the Quarries Safety Steering Committee; organise a national quarries conference; work with the industry to ensure implementation of the Codes of Practice for Quarries Electricity and Quarry Vehicles</p> <p>Meet with the Construction Division of the Health and Safety Executive Northern Ireland (HSENI) to develop cross-border joint initiatives</p> <p>Continue to cooperate with HSENI in the areas of agriculture and quarry safety</p>
	<p>2.4 Assess existing partnerships and structures, strengthening those that deliver measurable outcomes and ceasing those whose work is complete</p>	<p>Implement agreed outcomes from the 2010 review of regional advisory committees</p>

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	2.5 Share intelligence gathered during our inspection programmes with relevant partnership groups to promote sector-wide responses and to focus on issues specific to each sector	Review outcomes from the 2010 inspection programmes and provide feedback to sectors, or multiple-site employers; this will specifically be done for local authorities and the healthcare sector
	2.6 Work with employer bodies, trade unions and training providers to ensure that high-quality training is available that ensures real competence in safety and health at workplace level	<p>Implement the final phase of the new manual handling training system</p> <p>Ensure that a sufficient number of training providers are available to deliver oxygen administration training</p> <p>Work with FÁS and its industry-specific structures in relation to the provision of training in the construction and quarrying sectors (e.g. Construction Skills Certification Scheme and Safe Pass Steering Groups)</p> <p>Collaborate with the National Maritime College of Ireland in producing and supporting an introductory course for port users</p>
3. Place greater emphasis on occupational health	3.1 Promote our mission for this area: to protect workers' health from any existing and emerging work-related hazards and to encourage workplace practices that promote good health	Build this mission into key Authority messages

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	3.2 Lead businesses, through effective communication, to understand the contribution of workplace health to the protection of their workers and to the success of their organisation	No specific action planned for 2011
	3.3 Provide simple tools and support materials for organisations to enable them to address workplace health	Develop an information sheet for the construction sector to promote practical manual handling measures at site level, including the use of lifting device options
	3.4 Undertake a sustained general awareness campaign on the positive relationship between health and work, and the protection of workers from work-related ill health	Develop a new awareness-raising campaign focusing on the importance of effectively managing work-related ill health
	3.5 Ensure a good balance between health issues and safety issues in our inspections	Structure the annual programme of work to address both health and chemical issues and to achieve a balance, in terms of focus, with safety Upskill the inspectorate in areas of occupational health and chemical use and management
4. Target safety and health promotion and information	4.1 Target prevention initiatives at sectors with high levels of accidents, ill health and lost-time incidents	Take occupational health issues into account in the approach to risk-based enforcement

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
		Organise nationwide seminars on new construction initiatives (e.g. Code of Practice on Roofwork; risk assessment; continuation of SMP20 workshop delivery)
	4.2 Ensure sustained information and promotion to address the major hazards in safety and health	Develop e-learning module for the Safe System of Work Plan Continually update the Authority's website with relevant and accessible material
	4.3 Expand our work with the education system to achieve wider impact, particularly at third and primary levels; continue our work to get safety and health onto the mainstream education curriculum at all levels	Implement recommendations from research conducted with the Institute of Occupational Safety and Health on the extent and quality of health and safety modules in third-level construction-related courses Revise and promote the uptake of the Choose Safety module for transition-year students Run a competition for third-level students that builds on the 2010 initiative on safety in design
	4.4 Identify possible contributions to the safety and health agenda from state-funded and voluntary organisations, together with existing structures that have a workplace safety and health objective (e.g. existing safety and health partnerships)	Develop a programme to bring attention to safety and health management within the public sector

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	4.5 Review and evaluate, in conjunction with others, the current framework of accredited training courses in the area of safety and health; identify an appropriate standard for a new accredited voluntary course on the general awareness and practice of occupational safety and health	Explore options for the development of current e-learning modules to accredited status
5. Encourage employers to implement key preventive initiatives at site level	5.1 Partner with volunteer organisations to develop special projects that can demonstrate the potential for substantially reducing worker injury or ill health	Assist in running the annual mines rescue competition and review of emergency preparedness
	5.2 Encourage line managers to make tangible progress in their areas towards the outcome of improved worker safety and health that contributes to increased productivity	Promote and encourage contractors to actively use the Safe System of Work Plan and SMP20
	5.3 Give recognition to successes at enterprise level by highlighting and promoting significant case studies identified during the inspection process	Acknowledge instances of best practice through written advice to employers Implement a system to identify examples of best practice and to disseminate them to the inspectorate and other employers

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	5.4 Promote the maintenance of good records to help identify areas for improvement and track progress as a key component of workplace safety and health management systems	Address the issue of review and audit when assessing the levels of health and safety management compliance
6. Involve workers and future workers	6.1 Introduce and sustain campaigns in support of worker safety, health and well-being, and use these campaigns to remind employees of their responsibilities and to enlist their support for safer workplaces for themselves and their colleagues	Carry over employee campaign from 2010 to maximise return and awareness raising Include this aim in the Authority's key messages
	6.2 Engage with workers, trade unions and employer bodies to encourage worker participation in the provision of safe and healthy workplaces	Ensure that inspection programmes involve direct contact on site with safety representatives and employees Ensure that an employee involvement module is included in the implementation of the Taking Care of Business (TCB) initiative
	6.3 Reinforce our message of value and care for individual workers	Ensure that such messages are included in employee-directed campaigns

GOAL B: To motivate and gain commitment to having safe and healthy workplaces which support success in all enterprises – private and public sector, commercial and not-for-profit organisations

Strategy	Sub-strategy	Programme of Work 2011
	6.4 Encourage and promote worker incentives to participate in and to comply with safety and health provisions, and to prevent accidents and ill health at their place of work	No specific action planned for 2011
	6.5 Strengthen the promotion of our role in the protection of workers and in reducing the overall negative impact to society of poor safety and health management	No specific action planned for 2011
	6.6 Encourage students to become more aware of, and better prepared for, the practice of good workplace safety and health	<p>Implement a minimum of six Keep Safe programmes aimed at primary school children, in conjunction with other locally based agencies</p> <p>Participate in the Spirit of Enterprise programme and provide appropriate materials for distribution to post-primary schools</p> <p>Make submissions to the National Council for Curriculum and Assessment to mainstream safety and health content in the national curriculum, as appropriate, for all levels</p>
	6.7 Continue to develop efficient tools, using new technologies, to promote workplace safety and health for young people and select the appropriate channels for best impact on particular age groups	No specific action planned for 2011

» GOAL C: To support the Minister for Enterprise, Trade and Innovation in the initiation and development of appropriate legislation and policies

Strategy	Sub-strategy	Programme of Work 2011
<p>1. Make legislative proposals to the Minister with the aim of protecting the safety, health and welfare of workers and of protecting people and the environment from the adverse effects of chemicals</p>	<p>1.1 Make the protection of workers a priority while keeping new national requirements to the minimum necessary</p>	<p>Publish Code of Practice for Docks Industry and implement a campaign to promote awareness of same</p> <p>Publish Code of Practice for Roofwork and implement a campaign to promote awareness of same</p> <p>Publish and launch Code of Practice for Employers with Three or Less Employees in Inshore Fishing</p> <p>Prepare draft proposals to amend the General Applications Regulations</p> <p>Prepare draft proposals to take account of the review of the Construction Regulations</p> <p>Amend reporting of accidents legislation to include a list of acute occupational illnesses</p> <p>Complete review, and make recommendation on any potential legislative intervention, of the Safety in Industry Act and the Factories Act</p>
	<p>1.2 Take account of the principles of better regulation, including the avoidance of unnecessary demands</p>	<p>Participate in measurement initiatives to assess the impact of simplification programmes brought about to date</p> <p>Continue to work with Department of Enterprise, Trade and Innovation (DETI) and relevant partners in agreeing a programme of simplification in the area of health and safety</p>

GOAL C: To support the Minister for Enterprise, Trade and Innovation in the initiation and development of appropriate legislation and policies

Strategy	Sub-strategy	Programme of Work 2011
		<p>Use regulatory impact analysis (RIA) mechanism to inform the targeted reduction of information obligations by 25 per cent in line with government targets</p> <p>Develop a template to analyse the cost implications of guidance or regulations where there are potential costs but where RIA is not required</p>
	<p>1.3 Work to support the consolidation of existing legislation; review and where necessary propose the repeal and/or replacement of out-of-date or redundant safety and health legislation</p>	<p>Finalise the diving legislative proposals under development at the end of 2010</p> <p>Finalise the Code of Practice for Diving</p> <p>Continue to assist DETI in relation to the development of amendments and the consolidation of product safety regulations</p> <p>Assist DETI and PC in legal settlement of consolidated mines regulations with a view to enacting same</p> <p>Use RIA mechanism to support and justify the repeal of obsolete legislation</p>

GOAL C: To support the Minister for Enterprise, Trade and Innovation in the initiation and development of appropriate legislation and policies

Strategy	Sub-strategy	Programme of Work 2011
2. Where there is a case for regulatory intervention, develop legislative proposals for submission to the Minister that are clear, proportionate and effective	2.1 Ensure effective consultation with affected parties	Manage consultation mechanisms in the development of key legislative items including codes of practice and new guidance
	2.2 Conduct timely and informed regulatory impact analysis on new legislative proposals and on existing legislative provisions	Ensure that new legislative proposals are proportionate through the production of RIA
3. Actively participate in EU forums to ensure that Ireland's interests are competently represented	3.1 Take account of the interests of workers and of small and micro employments	Undertake initial preparatory work on Directive 2007/30/EC Practical Implementation Reports (for 2007 to 2012) on Directive 89/391/EEC and twenty-one related individual directives
	3.2 Assist the Minister, where appropriate, in representing Irish interests in the drafting of EU legislative proposals	Actively participate as the Ireland representative on the following EU committees, working parties (WPs) and expert groups: Advisory Committee on Safety and Health; WP Education and Training; WP Fisheries; WP Agriculture; WP Hospital Sector; Expert Group Work-Related Musculoskeletal Disorders; Expert Group Electro-magnetic Fields and EU Committees dealing with PPE, machinery, gas appliances, ATEX (equipment for use in explosive atmospheres), lifts and pressure systems.

GOAL C: To support the Minister for Enterprise, Trade and Innovation in the initiation and development of appropriate legislation and policies

Strategy	Sub-strategy	Programme of Work 2011
	<p>3.3 Contribute to the development of EU legislative and policy proposals, in particular on REACH and the classification, labelling and packaging (CLP) of substances and mixtures</p>	<p>Finalise the Chemicals Act and associated legislative proposals and guidance under development at the end of 2010</p> <p>Provide support to DETI in the introduction of any new amendments to the REACH, Detergents, Export and Import of Dangerous Chemicals and CLP Regulations within the ambit of the Chemicals Acts 2008 and 2010</p> <p>Conclude any follow-ups from the finalisation of the Asbestos Workers Directive and Biological Agents Regulations</p> <p>Consolidate and update the Chemicals Agents Regulations 2001 and associated guidelines</p> <p>Publish Chemical Agents Code of Practice incorporating third list of EU Indicative Occupational Exposures</p> <p>Provide support and input to DETI to draft updated COMAH (major accident hazard) Regulations to comply with CLP requirements and other technical developments in the major accident hazards area</p> <p>Provide expert advice and input into cross-functional chemical programmes between DETI and other government departments</p> <p>Continue to assist DETI in finalising draft proposals for the Carriage of Dangerous Goods by Road (ADR) Act and Regulations and updating the 2011 UN ADR requirements</p>

GOAL C: To support the Minister for Enterprise, Trade and Innovation in the initiation and development of appropriate legislation and policies

Strategy	Sub-strategy	Programme of Work 2011
		<p>Provide input to DETI in relation to any outstanding items regarding Dangerous Substances Act review</p> <p>Provide technical support to update existing national legislation under Transportable Pressure Equipment Directive</p>
	<p>3.4 Assist the Minister, where required, in the transposition of EU directives</p>	<p>Assist in the preparation of legislation to transpose EU directives as appropriate and in conjunction with DETI</p>
	<p>3.5 Contribute actively to Ireland's compliance with relevant international obligations</p>	<p>For UN and OECD involvement on chemicals, see Goal E, Sub-strategy 1.4</p> <p>Fulfil national responsibilities in relation to the provision of occupational injury safety statistics to Eurostat (Statistical Agency for the European Union), including attendance at technical group meetings and preparation and submission of annual datafile of injury reports by 30 June 2011 for reference year 2009</p>

» **GOAL D:** To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
1. Implement a risk-based sector and topic focus to ensure that the highest risk areas are prioritised for actions to secure compliance	1.1 Maintain nationwide targeted inspection programmes that are appropriate to each sector, to its risks and to the level of activity within the sector	<p>Inspect active exploration and processing installations as required under the Offshore Installation Act 1987</p> <p>Undertake 400 inspections of COMAH (major accident hazard)/PIU sites; inspect safety management systems at these sites in relation to plant and process design and plant commissioning</p> <p>Continue Dublin Port Project (addressing tank integrity and control systems)</p> <p>Facilitate international inspections as requested under the UN Chemical Weapons Convention</p> <p>Carry out 14,500 workplace inspections; base the distribution of these inspections on the risk profile of the sector: those sectors with higher injury and ill health rates will be the primary focus</p>
	1.2 Allocate inspection resources to sectors according to known indicators of risk. For example, the absence of safety and health management systems; high accident and injury rates; low levels of compliance; high levels of complaint; the use of hazardous chemicals; and knowledge derived from our inspection programmes, intelligence gathering, advances in technical development and new legislation	<p>The sector distribution of inspection for 2011 is:</p> <ul style="list-style-type: none"> Agriculture – 3000 Fishing – 100 Mines and Quarries – 215 Manufacturing – 1000 Construction – 3500 Wholesale/Retail – 1250 Public Administration – 300 Education – 300

GOAL D: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		Human Health – 400 Accident/Complaint – 1000 Occupational Hygiene and REACH – 1500 ADR – 1650 Other – 285
	1.3 Increase our focus on risks to health and risks arising from chemical use and allocate our resources accordingly	<p>Continue to develop REACH and classification, labelling and packaging (CLP) enforcement strategy based on input from forum and other sources</p> <p>Participate in second Forum Enforcement Project on Downstream Users</p> <p>Maintain the increased number of inspectors (10) who are assessing the management and use of chemicals as part of their work programme, with a further increase in the number of inspectors addressing this issue (5 additional)</p> <p>Identify the sectors with the highest risks from chemical use</p> <p>Implement Senior Labour Inspectors Committee (SLIC) chemical risk assessment programme at national level through a designated inspection programme and report the outputs to SLIC</p> <p>Increase the inspectorate’s knowledge base on the management and use of chemicals in the workplace through accompanied inspections and training</p>

GOAL D: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
	<p>1.4 Heighten our focus on enforcement in those areas where significant guidance and advice has already been provided but non-compliance continues</p>	<p>Review the sectors where high levels of guidance and advice have been provided by the Authority in the past five years; and take the outcome into account in the Authority's approach to enforcement and within its enforcement policy</p> <p>Carry out diving inspections to increase awareness of the new Diving Regulations and Code of Practice due in 2011; an advisory approach will be adopted</p>
	<p>1.5 Engage with and seek the support of sector representative bodies where common areas of low compliance are identified</p>	<p>Use reports on outcomes from sectoral inspection programmes to highlight common areas where low levels of compliance have been identified</p> <p>Undertake regional programmes on key multi-site employers to support this approach</p>
	<p>1.6 Clarify for employers and others the standards we follow in conducting workplace inspections</p>	<p>Publish sector-specific information about the inspection process on the Authority's website</p>
	<p>1.7 Implement inspection programmes to assess risks in specific economic sectors</p>	<p>Implement proactive inspection programmes in the following sectors:</p> <ul style="list-style-type: none"> • Fishing and inland waterways • Information and communications • Professional, scientific and technical activity • Administrative and support service activity

GOAL D: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
<p>2. Focus on individual workplaces with low compliance levels within the high-risk sectors</p>	<p>2.1 Cooperate with other national regulators in the assessment of employers' levels of regulatory compliance and in developing consistent approaches to inspection and the targeting of inspections</p>	<p>Work with other government departments and agencies in the Risk-Based Enforcement Workgroup to enable a reduction in the regulatory burden</p> <p>Actively pursue, and where possible use, opportunities to facilitate data sharing to reduce the regulatory burden</p> <p>Provide the outputs from the individual regional projects at company corporate level to improve company-wide safety standards</p>
	<p>2.2 Prioritise our inspection activity towards the sectors and individual employers where the highest levels of non-compliance are expected, based on evidence involving indicators such as complaints, accident rates and failure to provide required notifications</p>	<p>Ensure that the key statistical data from 2010 is included in and contributes to the development of the inspection focus for 2011</p> <p>Investigate and close out complaints received</p> <p>Prioritise reported accidents for investigation</p> <p>Examine accident notification rates and use them as an indicator for inspection planning</p> <p>Consider accident statistics when planning market surveillance activity</p>
	<p>2.3 Prioritise for further inspection those employers with a lower level of compliance</p>	<p>Use the Authority's internal compliance rating system to plan employer revisits; update the system with 2010 data</p>

GOAL D: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Prioritise employers where formal enforcement notices were required for revisit</p>
	<p>2.4 Broaden our knowledge base of employers through sectoral and key hazard initiatives, with an increasing focus on risks to health and those arising from chemical use</p>	<p>Identify the key areas where additional knowledge relating to topics and sectors is required and put in place the necessary question sets to allow capture of the information in 2011</p> <p>Provide key findings from all programmes to Prevention Services Division and Chemicals Policy and Services</p> <p>Develop an active system for exchange of information and for flagging alerts on issues</p> <p>Provide prevention policy support and training to inspectors across a range of sectors, including specialist topics</p>
	<p>2.5 Evaluate compliance based on the presence of adequate control measures and on the consistent application of the general principles of prevention set out in Schedule 3 of the Safety, Health and Welfare at Work Act 2005</p>	<p>Ensure that all individual workplace inspections have a key focus on health and safety management</p> <p>Ensure that the inspection programme, in assessing the adequacy of control measures, has regard to the principles of prevention</p>
	<p>2.6 Ensure that, in sectors where low compliance is identified, our knowledge of the causes informs further preventive actions</p>	<p>Review inspection programmes to determine the key outcomes; disseminate knowledge from these reviews internally</p>

GOAL D: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Ensure that knowledge which contributes to inspection and enforcement policy is communicated and receives attention in future inspections</p> <p>Develop guidance on the safe use of precast concrete products in construction</p>
	<p>2.7 Actively seek sources of information on occupational injury, ill health and chemicals management and use</p>	<p>Provide specific information and training for inspectors with reference to data available on key risks in all sectors</p>
	<p>2.8 Investigate workplace fatal accidents and priority occupational accidents, including major releases of chemicals in workplaces</p>	<p>Investigate all workplace fatal accidents</p> <p>Prioritise occupational accidents for investigation</p> <p>Where trends of frequent but less serious incidents are noted, address these with the employer regarding the management of the noted incidents rather than investigation of each one</p>
<p>3. Use the optimal enforcement measure to ensure compliance</p>	<p>3.1 Ensure that our approach to holding duty holders to account where non-compliance is observed is proportionate and measured, and take into account the duty holders' willingness to comply and their commitment to remaining compliant</p>	<p>Achieve a balance of enforcement activity that reflects a degree of discretion</p> <p>Review current enforcement policy for all sectors</p> <p>Prohibit activities where there is evidence that a serious risk of injury is not controlled</p>

GOAL D: To hold accountable those who disregard their duties and responsibilities for occupational safety, health and welfare

Strategy	Sub-strategy	Programme of Work 2011
		<p>Achieve legislative compliance through verbal, written and formal enforcement actions</p> <p>Where multiple issues are observed, use agreed prohibitions where possible to gain compliance</p>
	3.2 Target failure to control well-known safety and health risks	See 3.1. and 1.4
	3.3 Take enforcement actions against those who are clearly non-compliant	<p>See 3.1</p> <p>Ensure that our enforcement policy reflects a low tolerance for those who clearly demonstrate an unwillingness to comply with relevant legislation</p> <p>Take the necessary action to gain entry and prosecute those who obstruct the Authority</p>
	3.4 Hold directors, managers and workers to account where appropriate	<p>Through inspections and investigations, ensure that managers are aware of their individual responsibilities under the Safety, Health and Welfare at Work Act 2005</p> <p>Where fatal accidents/serious accidents are investigated and there is evidence to support the prosecution of individuals, give such opinion to the Director of Public Prosecutions</p>

»» GOAL E: To promote the safe and sustainable management of chemicals

Strategy	Sub-strategy	Programme of Work 2011
<p>1. Influence chemicals legislation and develop appropriate policies</p>	<p>1.1 Fulfil our Competent Authority role under the:</p> <ul style="list-style-type: none"> • Chemicals Act 2008 • Classification, Labelling and Packaging (CLP) of Dangerous Substances and Preparations Regulations • EU Control of Major Accident Hazards (Seveso II) Regulations • UN Chemical Weapons Convention • Carriage of Dangerous Goods by Road (ADR) Regulations • Transportable Pressure Equipment Directive (TPED) Regulations 	<p>Fulfil the lead Competent Authority (CA) and Designated National Authority (DNA) roles at national level</p> <p>As lead CA, prepare the annual report on implementation of the Chemicals Act</p> <p>Collaborate with other CAs/DNAs as outlined in agreed Memoranda of Understanding (MoU)</p> <p>Provide member state CA opinion as appropriate on draft decisions on compliance checking and proposals for testing as well as harmonised Classification and Labelling and identification of substances of very high concern (SVHCs)</p> <p>Provide Irish CA input into the authorisation and restriction process as necessary</p> <p>Identify at least one substance to evaluate from the first Community Rolling Action Plan</p> <p>Process all export and explicit consent requests</p> <p>Fulfil the CA role nationally on classification, labelling and packaging (CLP) requirements by provision of policies and advice</p> <p>Provide Irish input into EU CLP Regulations amendments</p> <p>Provide CA input on United Nations Globally Harmonised System of Classification and Labelling of Chemicals (UN GHS) developments in line with agreed EU approaches</p>

Strategy	Sub-strategy	Programme of Work 2011
		<p>Provide advice and support on COMAH (major accident hazard) Regulations as necessary</p> <p>Introduce a new charging regime to support the new COMAH Regulations as deemed appropriate</p> <p>Liaise with the Commission for Energy Regulation as outlined under approved MoU regarding Offshore Installation Act 1987 and associated regulations</p> <p>Process consent applications for oil jetties outside harbour masters' jurisdiction in line with Oil Jetty Regulations 1979</p> <p>Meet obligations in relation to the Dangerous Substances Act 1972 and TPED Regulations</p> <p>Develop policy and guidance to support the implementation of the UN ADR 2011 Directive</p> <p>Review ADR driver and DGSA (dangerous goods safety advisor) exam programmes with respect to ADR 2011 changes</p> <p>Move to an electronic system for national declarations under the UN Chemical Weapons Convention</p> <p>Provide advice to the Department of Foreign Affairs in relation to implementation of the Chemical Weapons Act</p>

GOAL E: To promote the safe and sustainable management of chemicals

Strategy	Sub-strategy	Programme of Work 2011
	<p>1.2 Represent Ireland and achieve the best outcomes at the relevant European Commission committees and working groups dealing with chemical legislation</p>	<p>Meet EU commitments in relation to the Asbestos, Chemical Agents, Carcinogens and Biological Agents Directives</p> <p>Represent Ireland and/or CA at EU committees and related sub-groups on REACH and CLP (CARACAL); annual Central CA meetings on COMAH; technical working groups (on human factors and accidents); European Working Group on Land Use Planning on COMAH; and the annual conference of the Organisation for the Prohibition of Chemical Weapons</p> <p>Represent Ireland at the European DNA committee with respect to Regulation (EC) 689/2008 Export and Import of Dangerous Chemicals</p> <p>Represent Ireland in the EU Detergents Working Group; develop guidance and policies as necessitated by EU requirements</p> <p>Represent Ireland in EU working groups on chemical agents' exposures and setting of occupational exposure limits as necessary</p>
	<p>1.3 Fulfil the member state and individual expert roles required by the committees and working groups of the European Chemicals Agency (ECHA)</p>	<p>Represent Ireland at the two ECHA groups: Member State Committee and Forum on Enforcement; input into guidance development on REACH and CLP through the relevant partner expert groups</p> <p>Participate in EU network of REACH and CLP helpdesks and the development of FAQs arising from this task</p>

Strategy	Sub-strategy	Programme of Work 2011
		<p>Provide CA support and advice to Irish experts on ECHA's Risk Assessment and Socio-Economic Analysis Committees and technical working groups</p>
	<p>1.4 Provide advice to the Minister, as required, in relation to participation in OECD and UN committees and working groups</p>	<p>Represent Ireland at the UNSCE GHS Group, with regard to the classification, labelling and packaging of substances and mixtures</p> <p>Continue to act as Head of Delegation to the OECD Joint Chemicals Group, with particular focus on areas of test methods and nanotechnology</p>
<p>2. Adopt a risk-based approach</p>	<p>2.1 Identify the areas of highest risk in the use of chemicals and target these for follow-up actions</p>	<p>Review outcomes from the waterworks campaign and follow up as necessary</p> <p>Target bitumen production plants</p> <p>Continue use of Risk Controls Systems in assessment of Plant and Process Design and Plant Commissioning at COMAH sites</p> <p>Revise Land Use Planning advice spreadsheets on bulk stores and liquefied petroleum gas</p> <p>Roll out new spreadsheet for fertiliser sites</p> <p>Implement ADR enforcement strategy and monitor outcomes</p> <p>See also Goal D, Sub-strategy 1.3</p>

GOAL E: To promote the safe and sustainable management of chemicals

Strategy	Sub-strategy	Programme of Work 2011
	<p>2.2 Cooperate with other national bodies in targeting, for specific follow-up, those chemicals that are known to be harmful to human health and to persist in the environment</p>	<p>Commence preparation of one substance of very high concern (SVHC) dossier to meet EU commitment of 106 SVHCs identified by 2011</p> <p>Contribute to the national market surveillance plan in relation to chemicals</p> <p>Use intelligence-gathering approach to seek information from industry on specific chemicals as deemed necessary</p>
<p>3. Motivate and gain commitment to best practice in chemical safety</p>	<p>3.1 Develop an awareness programme to inform business, employees and consumers about the correct management, handling and use of chemicals</p>	<p>Update and implement internal guidance on emergency planning</p> <p>Revise guidance on Safety Reports and include critical reviews of Quantified Risk Assessments in Safety Reports</p> <p>Revise and implement internal guidance on Land Use Planning</p> <p>Arrange one or two briefing sessions with planning authorities and local authorities</p> <p>Continue to advocate and ensure that companies apply a precautionary approach in their risk assessments on nanomaterials; provide further advice and support material on nanotechnology as required</p> <p>Introduce and implement any agreed EU approaches on nanomaterials as necessary</p> <p>Ensure that top-tier COMAH sites comply with their duties to provide information in relation to domino effects</p>

Strategy	Sub-strategy	Programme of Work 2011
		<p>Review and approve new or five-year resubmits of safety reports</p> <p>Attend and report on external emergency plans as they arise</p> <p>Attend Internal Emergency Plan exercises at upper-tier establishments</p> <p>Participate in Technical Working Group on Emergency Planning</p> <p>Liaise with Steering Committees on Emergency Management Framework; meet with Local Competent Authorities and industry representative bodies as appropriate</p> <p>Oversee the examination of dangerous goods drivers and safety advisers in association with the Chartered Institute of Logistics and Transport for Ireland</p> <p>Maintain standards for dangerous goods driver training</p> <p>Standardise procedure for CA approvals and exemptions for ADR activities</p> <p>Continue to host the REACH and CLP helpdesks for Ireland as well as provide chemicals information through bulletins and a comprehensive chemicals website</p> <p>See also Goal D, Sub-Strategies 1.1 and 1.3</p>
	3.2 Aim promotional material on chemicals at relevant sectors and users	Organise workshops as appropriate on practical approaches to chemicals risk assessment and management

GOAL E: To promote the safe and sustainable management of chemicals

Strategy	Sub-strategy	Programme of Work 2011
		<p>In conjunction with the TCB initiative, promote the uptake of the toolkit among small and medium-sized enterprises (SMEs), with targeting at specific SME groups</p> <p>Develop and commence delivery of a specific awareness programme on nanomaterials</p>
	<p>3.3 Provide leadership on relevant chemicals issues at the national level; build partnerships among our national and European colleagues, aimed at protecting human health and the environment while balancing this with the need for competitiveness and innovation</p>	<p>Provide input through the Department of Enterprise, Trade and Innovation (DETI) to other departments and agencies regarding national and EU legislative proposals on related chemicals issues as necessary (see also items 2.2, 3.4 and 3.5)</p>
	<p>3.4 Demonstrate the economic, health and environmental benefits of compliance with chemicals legislation, together with the consequences of non-compliance</p>	<p>No specific action planned for 2011</p>
	<p>3.5 Integrate chemical safety initiatives at EU and national levels with other environmental sustainability initiatives, to ensure that potential economic benefits are realised</p>	<p>No specific action planned for 2011</p>

Strategy	Sub-strategy	Programme of Work 2011
<p>4. Enable employers, employees and others to manage and use chemicals in a sustainable and safe manner</p>	<p>4.1 Work in partnership with other agencies and public bodies to ensure efficiency and effectiveness in the use of resources, and consistency of approach</p>	<p>Implement, review and introduce MoU with a range of partners (Environmental Protection Agency, Commission for Energy Regulation, Pesticides Control Services, Revenue Commissioners, etc.)</p> <p>Continue to partner and consult with relevant stakeholder groups, including the Technical and Scientific Advisory Committee and any ad hoc groups established under its remit</p> <p>Participate in the interdepartmental group on the Chemicals Act</p>
	<p>4.2 Establish a chemical partnership group (employers, employees, consumers, non-governmental organisations and government agencies) to identify and promote sustainable management and use of chemicals in Ireland</p>	<p>No specific action planned for 2011; ongoing consultation and stakeholder engagement in relation to specific chemical issues will continue</p>
	<p>4.3 Develop, in partnership, education and research programmes on sustainable chemical use and the safe management and handling of chemicals</p>	<p>No specific action planned for 2011</p>
	<p>4.4 Provide technical and scientific advice on emerging chemical technologies and initiatives, at the national and EU levels</p>	<p>Provide this advice through DETI, other government departments and the EU working groups and committees set out at 1.2 to 1.4 above</p>

GOAL E: To promote the safe and sustainable management of chemicals

Strategy	Sub-strategy	Programme of Work 2011
	4.5 Providing technical and scientific advice on land-use planning for new major accident hazard sites and for new developments in the vicinity of existing sites	Provide advice on land-use planning to local planning authorities and An Bord Pleanála, when requested, for developments around existing COMAH sites and for new COMAH sites See also items 1.1, 2.1 and 3.1

»» **GOAL F:** To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
<p>1. Ensure efficiency and effectiveness in the delivery of our goals</p>	<p>1.1 Evaluate the effectiveness of key programmes and report on the associated inputs, outputs and outcomes</p>	<p>Produce HSA output statement in line with requirements of the Code of Corporate Governance for State Bodies</p> <p>Develop a statistical time series to help monitor and evaluate the Authority's strategy</p> <p>Finance Unit to challenge key expenditure areas and work with divisional ACEs to ensure the most efficient allocation of resources</p> <p>Assess opportunities to use commercial databases to enhance the efficiency of inspection programmes, particularly in the construction and agriculture sectors</p>
	<p>1.2 Concentrate resources on those areas where the returns, relative to expenditure, are of greatest value</p>	<p>Implement new process requiring formal business cases and performance reviews to justify significant expenditure and high resource programmes</p>
	<p>1.3 Work to minimise the effect of any expenditure reductions on programmes and productivity and to achieve an adequate balance of resources necessary to implement our goals</p>	<p>Maintain programmes and the resources available to them under review</p>
	<p>1.4 Ensure that all our activities, including inspections and prevention, are targeted and based on risk assessment and that we evaluate their effectiveness</p>	<p>See Goal D, Strategies 1 and 2</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
	1.5 Refine our targeted approach to inspection to ensure that the non-compliant are quickly identified and action is taken to ensure compliance	See Goal D, Strategy 1, Sub-strategy 1.2
	1.6 Cooperate in the development of efficient and effective shared services with other government departments and state agencies	<p>Actively participate in the Training Officer Network and share services with other organisations</p> <p>Explore the feasibility of sharing services in the area of pensions administration</p> <p>Continue to liaise with the Department of Enterprise, Trade and Innovation (DETI), the Central Statistics Office and the Department of Social Protection to address the planned legal requirement for member states to submit occupational illness data to Eurostat (Statistical Agency for the European Union)</p>
	1.7 Implement government policies, including those in the area of e-government, the smart economy and public sector reform	<p>Implement the Croke Park Agreement so as to further improve the efficiency of the Authority</p> <p>Ensure that all procurement processes are undertaken in accordance with policies and procedures</p>
	1.8 Explore the possibility of alliances with other enforcement agencies, where this will enhance our efficiency and effectiveness	See Goal B, Sub-strategy 2.1

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
<p>2. Deliver a high level of customer service to our external and internal customers</p>	<p>2.1 Regularly seek feedback from our customers and base our service delivery on their needs</p>	<p>Conduct an internal customer survey in key corporate services areas</p> <p>Monitor quarterly customer service reports and address issues that lead to complaints or reduced service</p>
	<p>2.2 Review our processes and streamline them to make them more accessible to our customers</p>	<p>Streamline our human resources systems to reduce manual/paper-based transactions</p> <p>Create greater continuity between the Authority's strategy, annual report and programme of work</p> <p>Collect and publish statistical information so that it can inform Authority priorities and programmes</p> <p>Develop new financial reports to enable better monitoring</p> <p>Ensure that a complaints management process is in place and is monitored and communicated to customers</p>
	<p>2.3 Consult on proposed strategy or regulatory developments</p>	<p>Continue to consult widely on new regulatory developments; manage the organisational consultation process to ensure fair and equitable opportunity for contribution</p>
	<p>2.4 Periodically publish performance results and satisfaction levels</p>	<p>Continue to provide customer service reports on key indicators across all three externally operating divisions</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
	2.5 Work with our staff and their representative organisations to ensure maximum efficiencies in the delivery of our services in accordance with our values	Consult with staff and relevant unions, through Authority Industrial Relations Committee and the Partnership Committee, on developing cost-saving measures and efficiencies
	2.6 Ensure effective cross-divisional cooperation and team working within the Authority	<p>Develop the Programme of Work for 2012; coordinate input from all divisions</p> <p>Ensure more efficient and flexible use of resources by arranging for several staff members to be trained and available for time critical tasks such as providing Board and CEO support and preparing inspector warrants</p>
	2.7 Maintain the competence of our staff through continuous development so that they deliver high levels of service	<p>Evaluate our training delivery to ensure transfer of learning and value for money</p> <p>Manage and deliver programmes in line with the learning and development plan</p> <p>Offer opportunities to staff for self-development through sponsored programmes and the Refund of Fees Scheme</p> <p>Ensure that the annual training and development programme reflects the compliance requirements</p>

Strategy	Sub-strategy	Programme of Work 2011
		<p>Liaise with the Health and Safety Executive Northern Ireland on respective competencies and the potential for mutual support where gaps exist</p> <p>Keep training requirements under review and ask the inspectorate for their input</p> <p>Develop key training matrix for the inspectorate</p> <p>Provide briefings and formal training for new or developing programmes and initiatives</p> <p>Promote opportunities for inspector exchange, especially through the Senior Labour Inspectors Committee (SLIC)</p>
<p>3. Apply best practice throughout the organisation to ensure that it delivers a consistently high level of service</p>	<p>3.1 Provide a positive, safe and healthy working environment for all our staff</p>	<p>Manage staff occupational health service and employment assistance programme</p>
	<p>3.2 Develop our business processes so that we deliver high levels of service</p>	<p>Operate and maintain a system of regular checks on key finance, banking, procurement, payroll and pensions systems to ensure accuracy and compliance</p> <p>Review the facilities management helpdesk and logging system to ensure high levels of responsiveness</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
	<p>3.3 Ensure that inspections are carried out in accordance with the EU SLIC's 'Principles of Inspection' and that our inspectorate is periodically assessed against these principles</p>	<p>Attend and participate in the biannual thematic day and plenary sessions of SLIC and ensure active involvement that enables knowledge exchange with other member states</p> <p>Actively participate in SLIC, and use the process of country evaluation to develop expertise in the SLIC principles of prevention within management in compliance</p> <p>Prepare required annual reports on our activities and provide them to SLIC</p>
	<p>3.4 Demonstrate excellence in human resources processes and retain the Excellence Through People (ETP) award at gold level</p>	<p>Work with partnership sub-committee to oversee implementation of recommended actions arising from staff survey</p> <p>Implement recommendations from ETP audit carried out in September 2010</p> <p>Maintain staff superannuation schemes and provide appropriate information to all staff</p> <p>Manage all staff leave and flexible working options; ensure annual leave carry over system runs smoothly</p> <p>Maintain staffing, salary, increment and probation systems</p> <p>Monitor and review implementation of the attendance management policy</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
		<p>Continue to improve functionality of empowerment and flexi systems</p> <p>Protect the safety, health and welfare of all staff through active management of safety and health</p>
	<p>3.5 Maintain our Customer Contact Association (CCA) accreditation for our Workplace Contact Unit (WCU)</p>	<p>Manage WCU to ensure retention of the CCA accreditation</p> <p>Identify further opportunities for improvements in overall customer service</p>
	<p>3.6 Ensure that our management information systems are secure, robust and effective</p>	<p>Continue to support and maintain the GeoSmart system and ensure that data capture is in line with the Programme of Work goals</p> <p>Provide ICT services support to the Taking Care of Business (TCB) initiative</p> <p>Evaluate the resource requirement for the Authority to be the sole agency responsible for REACH Information Portal for Enforcement</p> <p>Maintain existing ICT disaster recovery and ICT business continuity capability; develop communications technology element of ICT disaster recovery and ensure high standards of security</p> <p>Maintain and enhance our communications, WAN, LAN and telecoms infrastructure to cater for growing requirements</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
		<p>Deliver excellent customer service delivery in line with operation-level agreements for all corporate services areas</p> <p>Evaluate and plan migrating Intranet to SharePoint site</p> <p>Support the Finance Unit in developing enhanced financial reporting</p> <p>Use SQL reporting tool for flexible reporting from GeoSmart</p> <p>Conduct comprehensive ICT security review</p> <p>Support the relocation of the Limerick office</p> <p>Support and update the online accident/dangerous occurrence system as required</p> <p>Maintain/enhance platform to automate roll-out of new software</p> <p>Continue to maximise self-sufficiency in delivery of ICT services in line with Department of Finance directive</p> <p>Ensure high level of customer service through regular meetings with budget holders and others and by adopting a partnership approach in the area of financial management</p> <p>Ensure that robust controls exist over financial processes and that the Authority's assets are effectively safeguarded</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
		<p>Implement, where practicable, all recommendations made in the internal audit reports prepared by the internal auditors during 2011</p> <p>Review previous internal audit reports to ensure that the recommendations have been fully implemented</p> <p>Respond to the changing financial situation and manage the budget process, particularly in circumstances where the Authority's grant is being reduced</p> <p>Deliver financial management information systems and reporting to budget holders to ensure effective allocation of resources and to drive value for money and cost savings</p> <p>Review the office network to ensure that it meets operational requirements</p>
	<p>3.7 Maintain and develop best-practice policies and procedures in the areas of inspection, accessibility to services, human resources, information and communications technology and finance</p>	<p>In conjunction with the Partnership Committee, manage application for Engineers Ireland accreditation</p> <p>Review payroll and pensions systems, policies and practices and evaluate the prospects for shared services with DETI or other agencies</p>
	<p>3.8 Comply with the Code of Corporate Governance for State Bodies and the Authority's Code of Standards and Behaviour</p>	<p>Supply the Board of the Authority with timely information that is of a suitable quality to enable board members to satisfactorily discharge their duties</p>

GOAL F: To ensure the Authority is effective in delivering on its goals and achieves value for money

Strategy	Sub-strategy	Programme of Work 2011
		<p>Complete induction of new board members</p> <p>Issue all warrants; complete administration of Code of Corporate Governance and Partnership in time and to a high standard</p> <p>Prepare draft 2010 financial statements by the end of February for approval by the Board</p> <p>Prepare unaudited financial statements for the end of June to meet requirements of the code of Corporate Governance for State Bodies</p> <p>Review the risk register to ensure that all significant business risks are controlled</p> <p>Ensure that property, indemnity and public liability insurance levels are adequate and in place for 2011 and review current levels of cover, etc.</p> <p>Support the Board's Finance and Audit Committees in their work</p> <p>Ensure compliance with all internal policies and legal requirements</p>

*Working to
create a
National Culture
where All Commit to
Safe and Healthy
Workplaces and the Safe
and Sustainable
Management of
Chemicals*

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