

Job Description and Person Specification

Clinical Facilitator –Surgical Wards

Permanent Vacancy

Reference: HR26E075

Closing Date for Applications: Thursday, 02nd April 2026

Interview Date: Monday, 20th April 2026

HR Business Services,
St Vincent's University Hospital,
Elm Park,
Dublin 4.

Contact: 01 221 6062 or recruitment@svuh.ie

Section 1: Accountability and Working Relationships

Job title:	Clinical Facilitator
Grade:	CNM2
Professionally accountable to:	Director of Nursing
Key reporting relationships:	Director of Nursing Directorate Nurse Manager Assistant Director of Nursing Clinical Nurse Manager 3 where applicable
Key working relationships:	CNM2's within the surgical wards, Clinical Facilitators, Members of the multidisciplinary teams, ADON's in Out of Hours, clinical and non-clinical services personnel, Staff of Nurse Practice Development, Staff of the Nurse Education Centre, Post Registration Nurse Tutor.
Working Hours:	37.5 per week working as required while maintaining a flexible schedule to be available to staff in out of hours as deemed necessary.

Section 2: Job Summary

Purpose of the post

The Clinical Facilitator will co-ordinate and lead in the planning, implementation and provision of clinical teaching in the Perioperative Department for postgraduate students and staff.

Principal Duties and Key Responsibilities

- Professional / clinical leadership and management that promotes efficiency, innovation, teamwork and continuous quality improvements in the perioperative area.
- Clinical teaching for Post Graduate Nursing students and Staff.
- Provision of formal and informal lectures and workshops for Post Graduate students and Staff.
- Orientation of new staff members in the area.
- In-service education including formal and informal education / training for staff in the Department and other staff in related areas when requested
- Develop objectives for all new staff joining the nursing team and provide unit based clinical teaching for new staff, in association with other team members.
- Plan relevant clinical placements to facilitate the required experiences of the Postgraduate in nursing, in conjunction with programme leader in University College Dublin, Post Registration Nurse Tutor and relevant hospital staff.
- Work with students and staff in the clinical area, assess their knowledge and plan their educational development ensuring learning outcomes are achieved.
- Facilitate course participants in integrating theory to practice and promote the concept of clinical skills teaching in the clinical area.
- Complete competency assessments with course nurses with the input of senior staff and provide counselling and guidance where necessary.

- Maintain a record of each student's experience and provide feedback to the student and relevant Nurse Managers.
- Provide specialist-nursing tutorials/lectures to Post Graduate students and Staff.
- Participate in devising exam questions and answer plans for written examinations for Postgraduate
- Liaise with course leader in various universities in relation to all aspects of the Post Graduate courses.
- Supervision of qualified and unqualified staff whilst maintaining a safe working and patient environment.
- Participate in internal and external audit and accreditation processes such as HPRA, JCI and HIQA.
- Clinical audit for the department in conjunction with the Assistant Director of Nursing, CNM3 and the other clinical nurse managers.
- Participate in the accreditation processes and Clinical Audit, identify continuous quality improvements and develop quality programmes in consultation with the Assistant Director of Nursing, CNM3's, CNM2s and multidisciplinary teams.
- Promote nursing by actively contributing at national conferences and meetings.
- Ensure the implementation of all Hospital policies with special emphasis on safe practice.
- Contribute to practice development, and be involved in the writing of policies, standards and guidelines in liaison with practice development.
- Liaise and work with the group of Post-registration Clinical Facilitators employed across the hospital in matters relating to education, nursing practice and the development of policies and procedures.
- Together with the management team, be involved in identifying opportunities for development of nursing services that will improve the care of patients.
- Act as a role model in area of specialist practice and be an informed resource for all staff. Take an active part in the delivery of care as appropriate.
- Ensure that the dignity of patients and staff is assured and maintained at all times, having regard to the ethics, philosophy and mission of the hospital.
- Work within the code of Professional Conduct for Nurses, participate in the development of the Scope of Practice for nurses and provide strong professional leadership / direction for nursing services in conjunction with the nursing team.
- Encourage the use of evidence based best practice in underpinning practice so that nursing care is based on the latest research findings.
- Act as a clinical resource for nursing, allied health and medical staff.
- Undertake appropriate further education to ensure personal development and provide the necessary knowledge to support the service needs within the scope of professional practice.
- Develop a network of contacts and communication links with other professionals in this specialised field of care.
- Incorporate valid research findings in theatre staff development programmes.
- Support Clinical Nurse Managers and staff nurses in their teaching role ensuring that students learning objectives and required competencies are achieved at unit level.
- Determine the educational needs of the nursing staff and make recommendations in conjunction with the clinical nurse managers and ADON as to how these needs are met.
- Plan, co-ordinate and implement in-service / continuing education for nursing staff with the assistance of Clinical Nurse Managers.
- In conjunction with the clinical nurse managers and senior nursing staff, participate in probation assessment, staff review and professional development of staff within the Department.
- Participate in the hospital wide in-service education programme where appropriate.
- Organise own workload efficiently

- Communicate effectively and plan with relevant personnel to ensure safe, efficient integration for rostering of students, practice support nurses and adaptation nurses .
- Have responsibility for health, safety and welfare at work in conjunction with the clinical nurse managers of self and others and comply with the Health and Safety Regulations and all hospital policies.
- Work on and attend committees / managerial and clinical meetings relevant of the role of the Clinical Facilitator.
- Contribute to initiatives to retain staff.
- Prepare and submit an Annual Report of the Work Activities of the Clinical Nurse Facilitators to the CNM3/ADON.
- Comply with Nurses and Midwifery Board of Ireland (NMBI) Code of Professional Conduct.

Section 3: Competencies

1. Promotion of Evidence- based Decision- Making

Makes decisions in a well-judged and timely manner bringing all relevant information to bear when addressing problems and issues. Uses logical analysis to break complex problems into their component parts. Applies research findings to improve nursing practice and processes.

- Evaluation of service needs and new service proposals
- Allocation of scarce resources across multiple demand areas
- Making judgements in complex disputes
- Evaluation of adequacy of service provisions
- Evaluating trends from service data
- Integrating research findings into nursing practice
- Problem solving in crisis situations
- Finding solutions to complex client service issues
- Makes unpopular decisions on the best evidence available
- Day to day gathering of information in the clinical setting, accessing, probing and observing behaviours and actions

2. Building and Maintaining relationships

Forms Strong positive working relationships across all areas of the service, builds on a common understanding. Demonstrates a supportive and reciprocating work style including strong empathy with service users.

- Building reciprocal working relationships at all levels and across service areas
- Providing support to staff and service users in distress
- Being accessible to others with sensitive issues
- Handling employee relations issues and conflict diplomatically
- Provision of support in service setting to nursing staff, other healthcare professionals, management and service users

3. Communication and Influencing skills

Gets a message across fluently and persuasively in a variety of different media (oral, written and electronic). Makes a compelling case to positively influence the thinking of others. Is strategic in how he/she goes about influencing others; shows strong listening and sensing skills.

- Making a proposal for resource allocation or new services
- Presenting at national or local fora on professional topics
- Arguing the case on a complex service issue
- Making motivational presentations and selling new ideas to staff
- Briefing of staff and other professions
- Explanation of complex and sensitive information to service users and their families

- Writing formal correspondence and reports
- Will be a member of influential committee/task group

4. Service initiation and innovation

Drives to achieve positive results at all levels of the service. Takes initiatives to move the service forward and shows a willingness to try out new ideas.

- At the forefront of clinical practice leading the team in new areas of innovative treatment and care
- Develops a new project team to address a specialist need within the service
- Creates new expanded roles to develop team members
- Organises multidisciplinary 'think tank' to address waiting-list problem and uses problem solving techniques with the team
- Gets clients ideas/suggestions as to ways the service might be improved

5. Resilience and composure

Maintains a disciplined and professional level of performance under sustained or situational pressure, Can bounce back from adversity or setbacks. Shows persistence and flexibility in achieving goals.

- Maintaining calm and providing leadership in a crisis
- Handling a wide variety of demands in a time-limited environment
- Maintains composure in pressurised negotiations for resources when confronting service accountability issues
- Dealing with negative emotions when confronting poor performance or other contentious issues
- Dealing with irate clients or other stakeholders in highly charged situations

6. Integrity and ethical stance

Holds an appropriate and effective set of professional values and beliefs and behaves in line with these. Promotes and consistently supports others members of the team in their ethical and value-based practices.

- Ensuring that professional ethics and values are disseminated through all levels of the nursing service
- Articulating an ethical and values-driven stance at corporate level
- Contributing to the formation of organisational ethics and values
- Dealing with complex ethical client and service dilemmas
- Acting as a role model for other staff in the handling of complex or sensitive issues

7. Sustained personal commitment

Is personally committed to achieving end goals and the continuous improvement of the service. Shows enthusiasm and a high level of motivation in their practices. Highly committed to the nursing profession and keeps abreast of current issues.

- Continuous improvement focus on personal role and that of the service
- Champions and promotes nurse education throughout the service
- Initiates systems to capture learning and debrief staff
- Attends conferences, meetings and other professional fora

8. Practitioner competence and professional credibility

Has the functional and technical knowledge and skills to make a credible contribution to nursing practice.

- Applicable as an underpinning foundation for most core activities at all levels of nursing management

9. Planning and organisation

Plans and organises resources efficiently and effectively within a specified time frame. Co-ordinates and schedules activities. Manages unexpected scenarios.

- Allocation and co-ordination of resources to achieve tasks, scheduling of rosters
- Procuring and evaluating material resources
- Prioritisation and meeting demands under pressure or in emergencies
- Record keeping and reports for operational activities
- Planning of meetings, case conferences or other events

10. Building and leading a team

Acts as a role model in terms of capability and professionalism. Leads a team confidently, motivating, empowering and communicating with staff to promote provision of a quality service. Blends diverse styles into a cohesive unit, coaches and encourages improved performance.

- Promoting high standards in the daily running of the clinical services at unit level
- Leading and managing interdisciplinary care for service users
- Empowering staff through team meetings, coaching, education and promotion of staff initiatives

11. Leading on clinical practice and service quality

Sets and monitors standards and quality of service, leads on proactive improvement.

- Ensuring that service users receive a good standard of clinical care and client service
- Implementing and monitoring standards of clinical care for the service
- Interdisciplinary networking to ensure high quality effective systems for service delivery
- Monitoring and evaluation of accommodation and catering services for the service area

Section 4: Training and Education

- Organize and ensure the provision of continuing nursing education of all staff and participation in teaching, guidance and assessment of staff and students.
- Ensure patient care is based on the latest research findings and constitutes best practice and act as an expert clinical resource for nursing, medical and AHP staff particularly in the specialist area of nursing.
- Keep abreast of research and developments in nursing and facilitate and contribute to nursing research.
- In association with staff members, develop and implement an orientation programme for new nursing and ancillary staff.
- Develop learning contracts, which link to organizational and specialty specific objectives.
- Be responsible for people management and lead the introduction and promotion of management tools and initiatives such as Team Based Performance Management, Key Performance Indicators, Continuous Professional Development, Legal Framework and Learning Needs analysis.
- Attend regular study days and conferences to maintain current knowledge on the care patients.
- Work closely with Practice Development Co-ordinator, Clinical Placement Co-ordinators, and the staff in the Nurse Education Centre in leading and supporting relevant education and training programmes.

The above Job Description is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office. This document must be regarded as an outline of the major areas of accountability at the present time, which will be reviewed and assessed on an on-going basis. The Hospital Structure is currently under review and therefore, reporting relationships may change.

Informal Enquiries or Role Specific Enquiries: Ms. Ciara Hanrahan, Assistant Director of Nursing,
E-mail: C.Hanrahan@svuh.ie

Section 5: Person Specification

Factors	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Are registered in the relevant division of the Register of Nurses & Midwives maintained by the Nursing and Midwifery Board of Ireland [NMBI] (Bord Altranais agus Cnáimhseachais na hÉireann) or entitled to be so registered <p style="text-align: center;">AND</p> <ul style="list-style-type: none"> • Candidates must demonstrate evidence of continuous professional development 	<ul style="list-style-type: none"> • Teaching and assessing course • Post Graduate course in related area.
Experience (length and type)	<ul style="list-style-type: none"> • Have at least 5 years post registration experience (or an aggregate of 5 years fulltime post registration experience) of which 2 years must be in the speciality or related area. <p style="text-align: center;">AND</p> <ul style="list-style-type: none"> • Have the clinical, managerial and administrative capacity to properly discharge the functions of the role. <p style="text-align: center;">AND</p> <ul style="list-style-type: none"> • Candidates must possess the requisite knowledge and ability including a high standard of suitability and clinical, managerial and administrative capacity to properly discharge the functions of the role. 	<ul style="list-style-type: none"> • Previous facilitation experience
Knowledge	<ul style="list-style-type: none"> • Knowledge of nursing guidelines, policies, procedures and protocols, applicable to ward area / speciality 	<ul style="list-style-type: none"> • Evidence of own career development and

	<ul style="list-style-type: none"> • Understanding of the requirements of the pre-registration nursing degree education programme • Knowledge of clinical learning objective for pre-registration and post-registration (were relevant) nursing students. • Detailed understanding of the application of <i>Scope of Nursing Practice Framework</i> • Broad based knowledge of current nursing research issues pertinent to the ward area / speciality • Experience of clinical audit and standard setting 	<p>personal development plan</p> <ul style="list-style-type: none"> • Knowledge of methods of clinical proficiency assessment • Understanding of acute hospital Accreditation process • Broad understanding of current developments in the nursing profession
Management Competencies	<p>Awareness of the role and scope of the Clinical Facilitator - CNM2. Possess the following Generic nursing management competencies:</p> <ol style="list-style-type: none"> 1. Promoting evidence-based decision making 2. Building and Maintaining Relationships 3. Communicating and Influencing Relationships 4. Service innovation and initiation 5. Reliance and composure 6. Integrity and Ethical Stance 7. Sustained personal commitment 8. Competence and professional creditability <p>Possess the following front line nursing management competencies:</p> <ol style="list-style-type: none"> 1. Planning and organisation of activities and resources 2. Building and leading the team 3. Leading on clinical practice and service quality 	
Health	<p>Candidates for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.</p>	
Character	<p>Candidates for and any person holding the office must be of good character.</p>	

The appointment is: Whole-Time, Permanent and Pensionable

A panel may be formed to fill future vacancies.

Probationary Period: The appointee shall hold office for a probationary period of six months – The Hospital's Probation and Induction policy will apply.

Annual Salary: (Grade Code 2119 – Clinical Nurse Manager 2 General) pro rata per annum **as of the (01/02/2026).**

1	2	3	4	5	6	7	8	9	10	LSI 1
€62,078	€63,106	€63,975	€65,394	€66,963	€68,504	€70,045	€71,779	€73,389	€76,159	€78,443

These particulars are subject to change in line with overall public pay policy.

Candidates should expect to be appointed on the minimum of the salary range and in accordance with the Department of Finance guidelines.

Pension Scheme: The candidate will be entered into one of the Hospital Superannuation Schemes.

Working Hours: The person appointed will work a basic 37.5 hour week.

Annual leave entitlement: 25 days per annum pro rata (26 after 5 years and 28 after 10 years qualified excluding breaks and service

Additional Information

Confidentiality:

During the course of employment staff may have access to or hear information concerning the medical or personal affairs of patients, students, staff and / or other health service business. Such records and information are strictly confidential and unless acting on the instruction of an authorised officer, such information must not be divulged or discussed except in the performance of normal duty. In addition, records must never be left in such a manner that unauthorised persons can obtain access to them and must be kept in safe custody when no longer required.

Hygiene:

During the course of employment staff are required to ensure that the hospital's hygiene and infection control policies are adhered to at all times. All employees have responsibility to prevent transmission of infection by adhering to and implementing optimal hand hygiene and adhering to the Hospital's Hygiene processes. Hygiene is a fundamental component of St Vincent's University Hospital's quality system to ensure the safety and well-being of its patients and staff and plays a role in the prevention and control of healthcare associated infection.

Policies / Legislation:

All Hospital policies and procedures form an integral part an employment contract and may be subject to update and revision, from time to time, in consultation with union representatives as appropriate. Employees are required to comply with all hospital policies, procedures (e.g. Dignity at Work, Trust in Care, Computer Usage Policy) and the Hospital's ethical codes of practice.

Employees are required to abide by the hospital's code of behaviour and the code of practice as defined by their relevant professional body.

Protected Disclosure Policy

See link below for more information on our Protected Disclosure Policy as per the Protected Disclosure (Amendment) Act 2022.

[Protected Disclosures - St. Vincent's University Hospital \(stvincents.ie\)](http://www.stvincents.ie)

Please note the following:

- The Hospital Board is not responsible for loss or theft of personal belongings
- Fire orders must be observed and staff must attend the fire lectures periodically
- All accidents within the department must be reported immediately.
- In line with the Safety, Health and Welfare at Work Act (2005), smoking within the Hospital Building is not permitted.
- All staff are advised to avail of Hepatitis B Vaccination with Occupational health
- The use of personal mobile phones is prohibited.
- St. Vincent's University Hospital buildings and grounds are **smoke-free**.

Application Process: St. Vincent's University Hospital is an equal opportunities employer and is committed to promoting an environment free from discrimination in accordance with the Employment Equality Acts 1998 and 2004. The Hospital values diversity and recognises the benefits of having a workforce that reflects the community we serve. We are committed to equality of access to positions within the Hospital. All recruitment activity and documentation will encourage applications from all potential candidates without discrimination.

Interested candidates should apply for vacancies of interest by visiting the Hospital Careers pages: <http://www.stvincents.ie/Home/Careers.html>

- Note the closing date(s) for the submission of on-line applications are specified on the list of vacancies. St. Vincent's University Hospital are not able to accept late applications.
- It is the applicant's responsibility to ensure that they apply well in advance of the closing date.
- Any applications which are still in progress but have not been submitted after the closing date will not be registered by our Web Recruitment System.
- Applications for St. Vincent's University Hospital job vacancies will only be accepted through our Web Recruitment System.
- St. Vincent's University Hospital may only take into account technical issues raised by an applicant if advised to our Human Resources Department prior to the advertised closing date.

Non-European Economic Area Applicants: While St. Vincent's University Hospital is an equal opportunities employer, in line with current Department of Jobs, Enterprise and Innovation Employment Permit requirements, applications from non European Economic Area (EEA) will only be considered in the event that an EEA citizen cannot be found to fill the vacancy. Please note that if you are a NON-EEA applicant and are unable to supply documents (listed on www.djei.ie), you are not entitled to participate in this recruitment competition. This is in accordance with the EU Community Preference Rule. Further information is available at www.djei.ie.

Former Public Service employees: Eligibility to compete may be affected where applicants were formerly employed by the Irish Public Service and previously availed of an Irish Public Service Scheme including:

- Incentivised Scheme for Early Retirement (ISER)
- Department of Health and Children Circular (7/2010)
- Collective Agreement: Redundancy Payments to Public Servants

Applicants should ensure that they are not precluded from re-engagement in the Irish Public Service under the terms of such Schemes. This is a non-exhaustive list and any queries should be directed to an applicant's former Irish Public Service Employer in the first instance.

Persons in receipt of a pension from specified Superannuation Schemes: Former Health Service and Public Sector Employees must adhere to the relevant prohibition of re-employment provisions where they have previously availed of a Public Service Voluntary Early Retirement or Ill Health Retirement Pension from any of the following Pension schemes:

- Local Government Superannuation Scheme (LGSS)
- Health Service Executive Employee Superannuation Scheme
- Voluntary Hospitals Superannuation Scheme (VHSS Officers/Non Officers)
- Nominated Health Agencies Superannuation Scheme (NHASS)
- Other Public Service Superannuation Scheme
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Among the Voluntary Early Retirement Schemes referred to above are the following:

- Incentivised Scheme of Early Retirement (ISER)
- Voluntary Early Retirement Scheme 2010 (VER)
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Prospective candidates must satisfy themselves as to their eligibility to be employed applying / competing for posts to be filled through this recruitment campaign.

Abatement of Pension (Section 52 of Public Service Pensions Act 2012): Where a person who is in receipt of a Public Service Pension (e.g. retired on voluntary age grounds) is subsequently appointed to another Public Service post, the Abatement of Pension Regulations apply. This means that in a situation where the total of a person's pension combined with their salary from their new post, exceeds the uprated (current) salary of the position from which they retired, his/her pension is reduced by any such excess amount. This provision applies irrespective of whether the relevant pension was accrued in the same Pension Scheme which applies to the new appointment, or in another Public Service Pension Scheme.

Shortlisting: Shortlisting will be carried out on the basis of information supplied on your curriculum vitae. The criteria for shortlisting are based on the requirements of the post as outlined in the Person Specification. Failure to include information regarding these requirements on your CV may result in you not being called forward to the next state of the recruitment process.

All overseas qualifications must be validated. No candidate can work in the Hospital without validated qualifications. If professional registration is also a requirement, candidates must provide documentation of same.

Canvassing will automatically disqualify.

Please note that you will be contacted mainly by mobile phone and email. It is important that your mobile phone number, postal address and email address are correct. It is your responsibility to ensure that you have access to your mobile voice mails and emails. We recommend that you use an email address that you have regular access to.

Competency based interviews follow the shortlisting stage of the recruitment process. Credit is awarded by the interview panel to candidates who demonstrate at interview that they possess the experience, competencies and skills listed in the person specification. Candidates will normally be

given at least one weeks' notice of interview. All interviews are held remotely unless it is specifically noted otherwise in the Job Description. No subsequent or alternative dates to dates given will be offered to candidates. All posts are located in St. Vincent's University Hospital, Elm Park, Dublin 4 unless it is specifically noted otherwise in the Job Description.

Disability: Please let us know if you need any special assistance at interview, e.g. if you have difficulty in moving up or down stairs or have hearing or speech difficulties.

Candidates are notified of the result of their interview at the earliest possible date after the interview. The recommendation of the interview panel does not constitute a job offer. The process continues after the interview and includes clearance checks such as references, Garda clearance, overseas police clearance (if applicable)*, occupational health clearance, validation of qualifications and experience. A job offer is made pending satisfactory clearances. SVUH reserves the right to remove candidates from specific recruitment panels and retract job offers if satisfactory clearances cannot be obtained or are deemed unsatisfactory.

** If you lived in any country for 6 months or more from the date of your 16th birthday other than the Republic of Ireland or Northern Ireland you will be required to provide security clearance for each jurisdiction in which you have resided. Your security clearance must be dated AFTER you left that country and cover the entire period of your residence. Seeking security clearances from other countries are the responsibility of the candidate. It is a process which can take an amount of time. Therefore we would strongly advise that you commence seeking international security clearances now.*

For some recruitment competitions a panel of successful candidates may be formed as a result of the interviews. Candidates who obtain a place on the panel may, (within the life of the panel), be considered for subsequent approved vacancies. Candidates are placed on a panel in order of merit. A panel is typically live for 6 months.

It is normal procedure that candidates be placed on the first point of the relevant salary scale in accordance with the Department of Finance guidelines.

Benefits of working at St Vincent's University Hospital

St. Vincent's University Hospital is a recognised *Employer of Choice* in Ireland and was the first public hospital to be awarded *Joint Commission International Accreditation* in February 2010. The range of benefits of working in the hospital includes:

- Competitive salary and increments
- Defined benefit pension scheme
- Paid maternity leave scheme
- Access to excellent learning and development opportunities
- Support, including leave and/or financial, is available to employees for approved courses
- Onsite and online library facilities
- Subsidised staff restaurant
- Various flexible working hours options available in many areas
- Time off and leave options to promote work life balance and family friendly working arrangements
- Subsidised pharmacy - employees may purchase discounted medication from the Pharmacy on production of a prescription resulting in significant savings.
- Generous sick pay scheme and Occupational Health Services to support attendance including free flu vaccination for employees
- Access to subsidised gym facilities

- Access to health services credit union
- Group discount on health insurance
- Free membership of Groupschemes.com which provide hundreds of discounts to members of the scheme and direct access to a wide range of savings on day-to-day items across a wide range of products and services including travel, clothing, motor, health and wellbeing, music and entertainment.
- Tax saver commuter ticket scheme - employees can save up to 48% of travel costs as a result of tax savings
- Cycle to Work Scheme and changing facilities
- Access to Health Promotion services including smoking cessation programme
- Active Social Committee
- Excellent access to public transport including dart and bus routes.

Declaration: Please read your application carefully and check for any errors or omissions. False declaration or omission in support of your application will disqualify you from appointment.

This document must be regarded as an outline of the major areas of accountability at the present time, which will be reviewed and assessed on an on-going basis.

Date: March 2026