**General Manager, Cancer Intelligence**

**National Cancer Control Programme (NCCP)**

**Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | General Manager, Cancer Intelligence*(Grade Code: 0041)* |
| **Campaign Reference** | NRS14884 |
| **Closing Date** | Monday 21st July 2025 at 3:00pm |
| **Proposed Interview Date (s)** | Candidates will normally be given at least two weeks' notice of interview. The timescale may be reduced in exceptional circumstances. |
| **Taking up Appointment** | A start date will be indicated at job offer stage. |
| **Location of Post** | There is currently one permanent and whole-time vacancy available in the National Cancer Control Programme, 3rd Floor Kings Inns’ House, 200 Parnell Street, Dublin 1A panel may be formed as a result of this campaign for **General Manager, Cancer Intelligence, National Cancer Control Programme (NCCP)** from which current and future, permanent and specified purpose vacancies of full or part-time duration may be filled. |
| **Informal Enquiries** | For informal inquiries, please contact:Name: Dr Robert Conway, Specialist in Public Health Medicine, Cancer IntelligenceEmail: robert.conway@cancercontrol.ie Mobile: 0871013813                |
| **Details of Service** | The HSE National Cancer Control Programme is responsible for the planning, organisation and delivery of cancer services in the nine Cancer Centres and the twenty six hospitals in Ireland that provide systemic anticancer therapy (SACT) regionally. Established in 2007 to implement the recommendations of the Cancer Strategy 2006, the NCCP has responsibility for the organisation of cancer prevention, control and treatment services.Key elements of the National Cancer Control Programme include ‘best practice’, evidence-based equitable care for the entire population; integration of interventional services across health disciplines, and health settings (e.g. primary, community and hospital care); integration of research and clinical service to accelerate knowledge generation and application; and effective resource allocation.The NCCP is responsible for implementing the recommendations of the third National Cancer Strategy 2017-2026. |
| **Reporting Relationship** | TheGeneral Manager – Cancer Intelligence, National Cancer Control Programme will report to the Head of Cancer Intelligence, National Cancer Control Programme or other nominated manager. |
| **Key Working Relationships** | The post holder will work closely with the NCCP Head of Cancer Intelligence, the Cancer Intelligence data analytics team, and the Cancer Intelligence Principal Epidemiologist in the Cancer Intelligence function. The post holder will build and maintain effective relationships with internal and external stakeholders, including the NCCP, HSE Health Regions, and policymakers. |
| **Purpose of the Post**  | The National Cancer Control Programme leads the development, and oversight of strategic initiatives that advance cancer information and performance frameworks within the HSE for cancer control services. The post-holder will coordinate key projects, ensuring that robust cancer intelligence systems support data-driven decision-making, enhance cancer control efforts, and improve outcomes for patients. The General Manager, Cancer Intelligence will provide senior support to the Head of Cancer Intelligence, NCCP, including strategic planning, programme management, operations management and performance management.Key Objectives:* Oversee the delivery of critical projects such as the Cancer Information and Intelligence Plan, ensuring a comprehensive review and enhancement of cancer data systems, intelligence, surveillance, and governance in alignment with national priorities.
* Drive implementation of strategic initiatives outlined in the National Cancer Strategy 2017 – 2026, supporting a data-driven approach to the development of cancer centres, and performance management systems.
* Collaborate with stakeholders across the NCCP, HSE, and Department of Health to ensure alignment, secure stakeholder engagement, and address challenges in programme delivery.

This role requires a strategic and innovative approach to integrating cancer intelligence into the broader healthcare framework, ensuring the NCCP's goals are achieved through data-driven insights, stakeholder collaboration, and operational excellence. |
| **Principal Duties and Responsibilities** | **Management/Administration*** The General Manager, Cancer Intelligence, National Cancer Strategy will be responsible for the services assigned to them within the National Cancer Control Programme.
* Provide support to the Head of Cancer Intelligence in the effective and efficient delivery of the day-to-day operational management of the Office, including the management of staff.
* Provide input to the design and delivery of activities to progress the implementation of national strategic priority programmes, including the Cancer Intelligence and Information Plan.
* Oversee management of relevant operational and business projects and programmes, providing programme management support and managerial oversight to the Cancer Intelligence portfolio.
* Develop and manage project implementation plans for the Cancer Intelligence function, including detailed timelines, resource allocations, and performance milestones, ensuring alignment with national cancer strategies.
* Provide regular reporting to the NCCP’s management fora, Department of Health, and other stakeholders on performance management, progress, and strategic outcomes.
* Ensure regional implementation of cancer control programs or projects according to nationally derived policies /plans/guidelines.
* Support workforce planning and organisational development across the Cancer Intelligence function.
* Manage the performance of assigned personnel within the Cancer Intelligence function through the use of appropriate measurement, benchmark and metrics and ensure appropriate records are maintained.
* Support the Head of Cancer Intelligence in implementing a formal performance management and staff development system across all levels in the Cancer Intelligence function.
* Engage in the HSE performance achievement process in conjunction with your line manager and staff as appropriate.
* Contribute to human resource planning/management and financial planning/management for the assigned programme. Such other duties as may be requested/delegated from time to time consistent with the overall job purpose.

**Communications / Stakeholder Management** * Ensure that highly effective communication mechanisms and processes are in place to manage, motivate and influence multiple stakeholders to ensure efficient delivery of requirements.
* Engage with multidisciplinary stakeholders to establish a "whole of NCCP" approach to cancer intelligence, fostering a data driven approach to decision making and collaboration across teams.
* Act as spokesperson for the Cancer Intelligence function as required and as assigned.
* Demonstrate proactive commitment to all communications with internal and external stakeholders in consultation with the HSE Communications Division and the senior management team in NCCP.

**Resource Management*** Responsible for delivery of key priorities in relation to their own work.
* Ensure that financial/resource allocations and business plans are consistent with corporate goals/objectives and processes are in place to manage financial and non-financial performance.
* Providing input to the service planning process and developing the associated elements of the annual Service Plan.
* Implement savings and efficiencies in line with HSE National Service Plan;
* Monitor expenditure on an ongoing basis and suggest cost efficiencies while maintaining quality service.
* Ensure adherence to the HSE National Financial Regulations, HSE Paybill Management and National Control Framework to include ensuring that records are maintained appropriately.
* Approve and authorise purchase and payment of goods and services in line with HSE regulations and procedures.

**Governance and accountability*** Ensure accurate attention to detail and consistent adherence to procedures and existing standards.
* Provide on-going support and assurance to the established governance structures.
* Support the establishment and maintenance of governance structures for programme oversight, ensuring accountability for performance and adherence to agreed standards.
* Ensure that the appropriate level of programme governance is in place across the programme workstreams and projects, and that this is maintained and adhered to
* Maintain an excellent level of knowledge of relevant HSE policies, procedures, guidelines and practices to perform the role effectively and to ensure standards are met by the Cancer Intelligence function.
* Ensure the Cancer Intelligence function’s adherence to all HSE Audit, Data Protection and Financial Regulation and other legislative requirements.
* Maintain confidentiality and a high level of professionalism at all times.

**Quality, Risk Management and Patient Safety*** Promote a safe working environment in accordance with health and safety legislation.
* Lead and support the organisation and delivery of the quality, risk and safety function, ensuring adequate governance and Risk Management procedures are in place.
* Adequately identifies, assesses, manages and monitors risk within their area of responsibility.
* Ensure appropriate identification, logging, escalation and management of risks in line with the HSE’s risk management policy.
* Ensure appropriate action is taken to address risks and issues, and facilitate change to mitigate or prevent recurrence.
* Support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.
* Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role.

**Change Management*** Support the effective delivery of transformation programmes.
* Support identification of inequities / inefficiencies in service administration and implement solutions to improve service delivery, in line with legislation and benchmarking against best practice structures.
* Ensure strategic transformation outlined in the Cancer Intelligence and Information plan is aligned with broader healthcare strategies/policies, such as Sláintecare, HSE regional reform initiatives, and Technology and Transformation plans.
* Oversee the integration of cancer intelligence systems to enhance data quality, accessibility, and utility across the NCCP.
* Facilitate the development of implementation levers to enhance policy adoption and service improvement, including centralisation and performance improvement initiatives.
* Embrace change and adapt local work practices accordingly by finding practical ways to make policies work, ensuring team knows how to action changes.
* Encourage and support teams through change process.

**Portfolio / Programme Management*** Manage the portfolio of programmes that sit under the remit of the Cancer Intelligence function, ensuring that all programmes are planned and implemented in a managed and systematic way.
* Host and facilitate the regular PMO meetings for programmes in the Cancer Intelligence portfolio to provide a clear and consistent view of programme status, key milestones and risks identified.
* Facilitate regular progress updates (as needed) with programme managers to stay abreast of the schedule.
* Maintain a portfolio dashboard to provide an up-to-date visual overview of the Cancer Intelligence portfolio at strategic, operational and detailed levels.
* Ensure appropriate identification, logging, escalation and management of risks in line with the HSE’s risk management policy.
* Ensure appropriate action is taken to address risks and issues, and facilitate change to mitigate or prevent recurrence.

**The above Job Specification 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 them from time to time and to contribute to the development of the post while in office.** |
| **Eligibility Criteria****Qualifications and/ or experience** | **Candidates must have at the latest date of application:** * A significant track record of developing and implementing key strategic priorities within a large complex multi stakeholder environment overseeing all of the following:
	+ Project Management and delivery to successful outcomes
	+ Project status reports
	+ Information management
	+ Governance, risk management and compliance frameworks
	+ Budget management
	+ Change management
* A track record of delivering significant change in a complex multi stakeholder environment, as relevant to this role
* Experience in managing and working collaboratively with multiple internal and external stakeholders including service delivery partners within well-structured governance relationships.
* A proven ability to collaborate and deliver a safe and quality service through multi-disciplinary and cross sectoral working as relevant to the role.
* Experience in leading and managing a team.
* Have the requisite knowledge and ability (including a high standard of suitability and management ability) for the proper discharge of the duties of the office.

**Health**A candidate 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. **Character**Each candidate for and any person holding the office must be of good character. |
| **Other requirements specific to the post** | * Access to appropriate transport to fulfil the requirements of the role.
* Flexibility in working hours to meet the requirements of the role.
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| **Skills, competencies and/or knowledge** | **Professional Knowledge & Experience*****Demonstrate:**** Knowledge of the HSE, the broader health service structure, HSE reform and the key challenges and developments in the health service.
* An understanding of the current Irish health service and its operational structures;
* Knowledge of relevant national strategies, including Sláintecare, the implementation of the HSE Health Regions and key policies and strategies in the area of cancer control to include The National Cancer Strategy 2017-2026.
* Knowledge and experience of managing high complexity administrative processes, as relevant to this role;
* Experience of professional writing, which includes any or all of the following: condensing major reports, preparing briefings on behalf of senior management for government departments or Oireachtas committees, preparing responses to parliamentary questions, FOI responses etc.
* Strong understanding of health policy, health service delivery and change management
* Knowledge and experience of project and programme management;
* Detailed knowledge of the issues, developments and current thinking on best practice in relation to healthcare delivery and reform including Sláintecare;
* Significant experience of working collaboratively with multiple stakeholders in delivering results;
* Knowledge and application of evidence-based decision making practices and methodologies;
* Knowledge and experience in analysing, interpreting and evaluating complex information in a rational and objective manner;
* Significant experience in report writing and the ability to produce reports to publication standard;
* Excellent MS Office skills to include Word, Excel and PowerPoint.
* Knowledge of relevant HSE policies and legislation as relevant to the role e.g. National Financial Regulations, HR policies and procedures, FOI Acts, Data Protection Acts etc.

**Leadership and Delivery of Change*****Demonstrates:**** A track record as an effective leader with a can-do attitude who has led, organised and motivated staff in times of rapid change in a challenging environment
* The capacity to lead, organise and motivate teams to the confident delivery of excellent services and service outcomes.
* Evidence of effective leadership in a challenging and busy environment including a track record of innovations/improvements;
* Team work skills including the ability to work as part of a multidisciplinary team environment
* Strong results focus and the ability to work collaboratively with senior management colleagues and key stakeholders to drive forward an agenda;
* Leadership and team management skills including the ability to work with multi-disciplinary team members, internal and external stakeholders;
* A capacity to operate successfully in a challenging environment
* Remains fully informed in a dynamic environment, while at the same time having a clear view of what changes are required in order to achieve immediate and long term objectives;
* A capacity to balance change with continuity – continually strives to improve service delivery, to create a work environment that encourages creative thinking and to maintain focus, intensity and persistence even under increasingly complex and demanding conditions;
* The ability to be a positive driver for change.

**Managing & Delivering Results (Operational Excellence)*****Demonstrate:**** A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands and tight deadlines while consistently maintaining high standards and positive working relationships.
* Strong evidence of excellent planning and implementation of programmes of work.
* Evidence of effective planning and organising skills including awareness of resource management and importance of value for money
* A capacity to negotiate and then ensure delivery on stretched objectives.
* The ability to take personal responsibility to initiate activities and drive objectives through to a conclusion
* Strong focus on achieving high standards of excellence and measurement of performance
* Adequately identifies, manages and reports on risk within area of responsibility
* The ability to manage deadlines and effectively handle multiple tasks
* The ability to think strategically, with strong analytical and judgement skills.
* The ability to look critically at issues to see how things can be done better

**Working with and through others (Influencing to achieve)*****Demonstrate:**** A track record of building and maintaining key internal and external relationships in furtherance of organisational goals
* The ability to work independently as well as work with a wider multidisciplinary / multi-agency team in a complex and changing environment;
* Effective communication skills including: the ability to present information in a clear and concise manner; the ability to facilitate and manage groups; the ability to give constructive feedback
* The ability to work collaboratively, constructively and in an inclusive manner with all key stakeholders

**Results focused with Critical Analysis and Decision Making*****Demonstrate:**** The ability to consider the range of options available, involve other parties at the appropriate time and level to make balanced and timely decisions.
* The capacity for management responsibility and demonstration of initiative, including decision making
* Looks for and seizes opportunities that are beneficial to achieving organisational goals
* Ability to assimilate, analyse and evaluate complex information from a variety of sources, make timely decisions and take ownership of those decisions and their implications
* The ability to think strategically, with strong analytical and judgement skills
* The ability to achieve medium and long term goals whilst also managing short term goals and priorities
* Operational excellence in managing and delivering results.

**Communication and Interpersonal Skills:** ***Demonstrate:**** Excellent interpersonal and communications skills to facilitate work with a wide range of individuals and groups
* The ability to present information clearly, concisely and confidently in speaking and in writing
* A track record of building and maintaining key internal and external relationships in achieving organisational goals
* An ability to influence and negotiate effectively in furthering the objectives of the role

**Personal Commitment and Motivation*****Demonstrate:**** Ability to meet competing demands and effective problem–solving capacity in complex work environments without a diminution in performance
* Self-motivated and shows a desire to continuously perform at a high level
* A patient / service user centred approach to provision of health services
* A core belief in and passion for the sustainable delivery of high quality service user focused services;
* A willingness to learn from experience and to identify opportunities to further grow and develop
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| **Campaign Specific Selection Process****Ranking/Shortlisting / Interview** | A ranking and or shortlisting exercise may be carried out on the basis of information supplied in your application form. The criteria for ranking and or shortlisting are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of this job specification. Therefore it is very important that you think about your experience in light of those requirements. Failure to include information regarding these requirements may result in you not progressing to the next stage of the selection process. Those successful at the ranking stage of this process (where applied) will be placed on an order of merit and will be called to interview in ‘bands’ depending on the service needs of the organisation. |
| **Diversity, Equality and Inclusion**  | The HSE is an equal opportunities employer.Employees of the HSE bring a range of skills, talents, diverse thinking and experience to the organisation. The HSE believes passionately that employing a diverse workforce is central to its success – we aim to develop the workforce of the HSE so that it reflects the diversity of HSE service users and to strengthen it through accommodating and valuing different perspectives. Ultimately this will result in improved service user and employee experience. The HSE is committed to creating a positive working environment whereby all employees inclusive of age, civil status, disability, ethnicity and race, family status, gender, membership of the Traveller community, religion and sexual orientation are respected, valued and can reach their full potential. The HSE aims to achieve this through development of an organisational culture where injustice, bias and discrimination are not tolerated. The HSE welcomes people with diverse backgrounds and offers a range of supports and resources to staff, such as those who require a reasonable accommodation at work because of a disability or long term health condition. Read more about the HSE’s commitment to [Diversity, Equality and Inclusion](https://www.hse.ie/eng/staff/resources/diversity/diversity.html)  |
| **Code of Practice** | The Health Service Executive will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA).The CPSA is responsible for establishing the principles that should be followed when making an appointment. These are set out in the CPSA Code of Practice. The Code outlines the standards that should be adhered to at each stage of the selection process and sets out the review and appeal mechanisms open to candidates should they be unhappy with a selection process. Read the [CPSA Code of Practice](https://www.cpsa.ie/pdf/?file=https://assets.cpsa.ie/media/275828/b88e3648-c663-4293-9471-d2d75bd1d685.pdf).  |
| The reform programme outlined for the health services may impact on this role, and as structures change the Job Specification may be reviewed.This Job Specification is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned. |



 **General Manager, Cancer Intelligence**

**National Cancer Control Programme (NCCP)**

**Terms and Conditions of Employment**

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| **Tenure**  | The current vacancy available is permanent and whole time**.** The post is pensionable. A panel may be created from which permanent and specified purpose vacancies of full or part time duration may be filled. The tenure of these posts will be indicated at “expression of interest” stage. Appointment as an employee of the Health Service Executive is governed by the Health Act 2004 and the Public Service Management (Recruitment and Appointments) Act 2004 and Public Service Management (Recruitment and Appointments) Amendment Act 2013. |
| Remuneration | The salary scale for the post is (01/03/2025): €84,898, €87,042, €90,438, €93,859, €97,253, €100,656, €105,604New appointees to any grade start at the minimum point of the scale. Incremental credit will be applied for recognised relevant service in Ireland and abroad (Department of Health Circular 2/2011). Incremental credit is normally granted on appointment, in respect of previous experience in the Civil Service, Local Authorities, Health Service and other Public Service Bodies and Statutory Agencies.  |
| **Working Week** | The standard weekly working hours of attendance for your grade are **35** hours per week. Your normal weekly working hours are **35** hours. Contracted hours that are less than the standard weekly working hours for your grade will be paid pro rata to the full time equivalent.You are required to work agreed roster/on-call arrangements advised by your Reporting Manager. Your contracted hours are liable to change between the hours of 8.00am and 8.00pm over seven days to meet the requirements for extended day services in accordance with the terms of collective agreements and HSE Circulars. |
| **Annual Leave** | The annual leave associated with the post will be confirmed at Contracting stage. |
| **Superannuation** | This is a pensionable position with the HSE. The successful candidate will upon appointment become a member of the appropriate pension scheme. Pension scheme membership will be notified within the contract of employment. Members of pre-existing pension schemes who transferred to the HSE on the 01st January 2005 pursuant to Section 60 of the Health Act 2004 are entitled to superannuation benefit terms under the HSE Scheme which are no less favourable to those which they were entitled to at 31st December 2004. |
| **Age** | The Public Service Superannuation (Age of Retirement) Act, 2018\* set 70 years as the compulsory retirement age for public servants.***\* Public Servants not affected by this legislation:***Public servants joining the public service or re-joining the public service with a 26 week break in service, between 1 April 2004 and 31 December 2012 (new entrants) have no compulsory retirement age.Public servants, joining the public service or re-joining the public service after a 26 week break, after 1 January 2013 are members of the Single Pension Scheme and have a compulsory retirement age of 70. |
| **Probation** | Every appointment of a person who is not already a permanent officer of the Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71. |
| **Protection of Children Guidance and Legislation** | The welfare and protection of children is the responsibility of all HSE staff. You must be aware of and understand your specific responsibilities under the Children First Act 2015, the Protections for Persons Reporting Child Abuse Act 1998 in accordance with Section 2, Children First National Guidance and other relevant child safeguarding legislation and policies. Some staff have additional responsibilities such as Line Managers, Designated Officers and Mandated Persons. You should check if you are a Designated Officer and / or a Mandated Person and be familiar with the related roles and legal responsibilities.Visit [HSE Children First](https://www.hse.ie/eng/services/list/2/primarycare/childrenfirst/resources/) for further information, guidance and resources.  |
| **Infection Control** | Have a working knowledge of Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc. and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role. |
| **Health & Safety** | It is the responsibility of line managers to ensure that the management of safety, health and welfare is successfully integrated into all activities undertaken within their area of responsibility, so far as is reasonably practicable. Line managers are named and roles and responsibilities detailed in the relevant Site Specific Safety Statement (SSSS). Key responsibilities include:* Developing a SSSS for the department/service[[1]](#footnote-1), as applicable, based on the identification of hazards and the assessment of risks, and reviewing/updating same on a regular basis (at least annually) and in the event of any significant change in the work activity or place of work.
* Ensuring that Occupational Safety and Health (OSH) is integrated into day-to-day business, providing Systems Of Work (SOW) that are planned, organised, performed, maintained, and revised as appropriate, and ensuring that all safety related records are maintained and available for inspection.
* Consulting and communicating with staff and safety representatives on OSH matters.
* Ensuring a training needs assessment (TNA) is undertaken for employees, facilitating their attendance at statutory OSH training, and ensuring records are maintained for each employee.
* Ensuring that all incidents occurring within the relevant department/service are appropriately managed and investigated in accordance with HSE procedures[[2]](#footnote-2).
* Seeking advice from health and safety professionals through the National Health and Safety Function Helpdesk as appropriate.
* Reviewing the health and safety performance of the ward/department/service and staff through, respectively, local audit and performance achievement meetings for example.

**Note**: Detailed roles and responsibilities of Line Managers are outlined in local SSSS.  |
| **Ethics in Public Office 1995 and 2001** | Positions remunerated at or above the minimum point of the Grade VIII salary scale are designated positions under Section 18 of the Ethics in Public Office Act 1995. Any person appointed to a designated position must comply with the requirements of the Ethics in Public Office Acts 1995 and 2001 as outlined below: A) In accordance with Section 18 of the Ethics in Public Office Act 1995, a person holding such a post is required to prepare and furnish an annual statement of any interests which could materially influence the performance of the official functions of the post. This annual statement of interest should be submitted to the Chief Executive Officer not later than 31st January in the following year.B) In addition to the annual statement, a person holding such a post is required, whenever they are performing a function as an employee of the HSE and have actual knowledge, or a connected person, has a material interest in a matter to which the function relates, provide at the time a statement of the facts of that interest. A person holding such a post should provide such statement to the Chief Executive Officer. The function in question cannot be performed unless there are compelling reasons to do so and, if this is the case, those compelling reasons must be stated in writing and must be provided to the Chief Executive Officer. C) A person holding such a post is required under the Ethics in Public Office Acts 1995 and 2001 to act in accordance with any guidelines or advice published or given by the Standards in Public Office Commission. Guidelines for public servants on compliance with the provisions of the Ethics in Public Office Acts 1995 and 2001 are available on the [Standards Commission’s website](https://www.sipo.ie/). |

1. A template SSSS and guidelines are available on [writing your site or service safety statement](https://www2.healthservice.hse.ie/organisation/national-pppgs/writing-your-site-or-service-safety-statement/).

2 Structures and processes for effective [incident management](https://www2.healthservice.hse.ie/organisation/qps-incident-management/incident-management/) and review of incidents. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)