

## **Job Description**

Job Details			
Job Title:	Sustainability & Carbon Manager		
Business Unit:	Northumbria Healthcare Facilities Management Ltd		
Department/Ward:	Trustwide		
Location:	Trustwide		
Pay Band:	Band 8a		
CAJE No:	ADM5713		
Main Bounce of the Lab			

## Main Purpose of the Job

- The role requires an experienced, qualified energy, carbon and sustainability professional to deliver the Trust's corporate and statutory responsibilities for all aspects energy and carbon monitoring and management.
- It is a Trust wide senior operational role delivering sustainability carbon reduction initiatives which contribute to the Net Zero Northumbria programme of work, and to the reputation of the Trust as a leading organisation in the sustainability field.
- To ensure effective leadership, management and co-ordination on all matters relating to Energy & Carbon Management.
- Support the Head of Sustainability to deliver strategic leadership at a corporate level, developing and advancing the environmental culture throughout the Trust.
- To provide leadership, specialist advice and guidance in relation to sustainability, net zero and carbon management across the Trust.
- To support the Head of Sustainability and personally contribute to & take ownership for the development of the Net Zero Northumbria action plan and wider service delivery plans & performance targets.
- To support the development and achievement of set delivery objectives supporting net zero ambitions.
- Deputise for the Head of Sustainability as required, managing, and providing operational leadership of resources to ensure the provision of environmental services throughout the Trust.
- To provide compassionate and inclusive leadership, developing and delivering a collective and positive learning culture within the sustainability team, engaging and empowers others.
- To utilise coaching techniques to promote learning, whilst driving and delivering quality improvements
- To facilitate team and collaborative working across services, whilst engaging and developing wider partnerships to support net zero delivery ambitions.

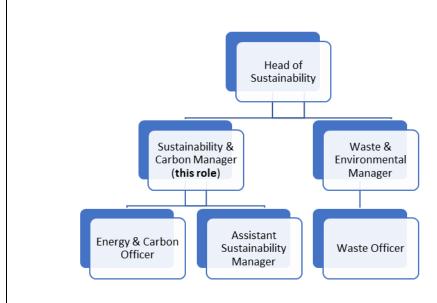




#### **Dimensions**

- Providing specialist technical advice on sustainability and carbon management across the Trust.
- Lead on the delivery of projects that contribute to the NHS net-zero target of our estate.
- Liaising with a wide range of internal and external stakeholders on energy efficiency and carbon management.
- Monitoring, analysing and reporting on the Trust carbon footprint & decarbonisation of the estate.
- Trust Wide role covering all Trust premises and supporting/advising all staff and Patients/Service Users.
- To effectively manage the pay and non-pay resource.
- To actively contribute to the achievements of the Directorate's business plan.
- Lead on the development of environmental systems and processes to monitor legal compliance and delivery against standards and sector specific requirements and targets.
- Operational line management responsibility for a number of specialist staff, supporting with the strategic direction of the Department when required.
- Managing and prioritising the needs of diverse services, standardising processes appropriately.

# Organisational Chart







## 1. Communications and Relationships

- The post holder is required to provide and receive a range of complex information ranging from financial issues, liaises with other directorates, interpreting government policies in regards to service development both within the organisation and with external partner agencies.
- Produce detailed highly complex and sensitive reports for Trust Board and other Committees.
- Provide and receive highly complex information relating to the strategic environmental agenda.
- The ability and skills to make presentations and speak comfortably to a varied audience, including service users, patients, carers and staff, through to a Trust Board level.
- Effectively communicate the Trust Green Plan and other related documents to those unfamiliar with the sustainability agenda
- Represent the Trust locally, regionally, and nationally whilst presenting a professional image which will influence and inspire confidence with colleagues and other agencies.
- Provide and receive complex, sensitive information, where there are barriers to understanding, utilising persuasive, motivational or negotiation skills.
- The post holder is responsible for disseminating information to staff and colleagues in regard to service or practice changes which may be met with hostility and requires good communication skills.
- Possess excellent motivation, negotiation, and collaborative persuasion skills, with the ability to present concise arguments for a particular course of action. Able to carry decisions that may well be unpopular and articulate contentious matters.
- Communicate with internal stakeholders including but not limited to other Trust teams and departments, patients, staff, service users, carers and volunteers, Trust Board and Exec.
- Communicate with external stakeholders including but not limited to the Greener NHS Team, Government Agencies, Regulatory Bodies, NHS England, Department of Health, ICS, Universities, Councils, sustainability partners and networks in the region, suppliers, community networks, utility providers, contractors and consultants, peers and the wider health and care sector.
- The post holder is expected to challenge staff about behaviour and performance as necessary using tact and diplomacy. They provide support to staff and line management according to the organisational structure shown.
- The post holder is responsible for dealing with disciplinary and grievance issues which requires sensitivity tact and negotiating skills.
- Provide high quality and timely responses to any requests for information e.g Freedom of Information (FOI) requests.
- Must be able to demonstrate the English language proficiency level required for this post.





## 2. Knowledge, Skills, Training and Experience

## **ESSENTIAL**

#### **Qualifications and Training**

- A Degree in Engineering, Energy Management, Waste Management, Sustainable Development, Environmental Management or equivalent level of experience.
- Master's Degree (or equivalent specialist knowledge) in an environmental, engineering, sustainability or energy discipline or equivalent.
- Membership of a relevant professional body such as the Institute of Environmental Management and Assessment (IEMA) or equivalent.

## Knowledge

- Knowledge of sustainability, energy management and environmental management including strategic awareness, business case preparation and policy & strategy writing.
- Knowledge and experience of effective change management strategies
- Knowledge of financial systems and financial monitoring
- Knowledge of relevant HTMs.
- Knowledge of risk assessments and risk management processes

#### **Experience & Skills**

- Developing and delivering environmental/energy operational policies/strategies through excellent project management skills
- Evaluating and auditing all elements of environmental/energy compliance
- Practice and promote Continuing Professional Development (CPD)
- Collating and analysing information, preparing reports and making recommendations to achieve successful outcomes.
- Delivering complex, cross-functional work programs and ensuring outcomes are to time and budget.
- Managing budgets and financial information
- Environmental / energy management at a senior level in another Trust or large, complex, multiskilled, multi-disciplinary setting.
- Using complex IT systems, for the storage, retrieval and reporting of energy and environmental information.
- Energy monitoring and targeting techniques within buildings/systems.
- Line management & leadership of staff.
- Demonstrated experience of meeting performance targets.
- Ability to analyse and interpret data or systems.
- The proven ability to motivate and lead staff through major change and the ability to respond to service demands.
- To contribute to the development of a culture of high engagement, where staff are empowered and entrusted to provide the best services and care for patients.
- To promote and facilitate innovation and continuous improvement to deliver better services for service users and patients.
- It is an essential requirement of the role that the post holder has a valid driving licence and is either a car owner and able to use the car for work purposes or has a Trust personal lease vehicle which may be used for the role. However, the Trust would consider making reasonable adjustments to the role, if necessary, to enable a disabled person to undertake the role





#### **DESIRABLE**

- Post Graduate Management qualification.
- IT skills EDCL or equivalent specialist software.
- Knowledge of low carbon design.
- Knowledge and experience of hospital engineering systems, improvement in efficient operation and design of new systems.
- In depth knowledge and significant current experience within the NHS.
- Knowledge of child protection and vulnerable adults' policies and protocols.
- Knowledge of or experience in coaching and mentoring practices and tools.
- Knowledge of or experience in Quality improvement tools, techniques and methods.

# 3. Analytical Skills

- Analyse and summarise highly complex energy / utilities / carbon information, generating creative and innovative plans through team working.
- Analyse highly complex facts, situations, and environmental/energy legislation/regulations across the Trust. The post holder will interpret these situations and develop a range of communications options relevant to a range of audiences.
- In response to specific issues, manage expectations of others and have the confidence to give constructive feedback to senior members of staff when expert opinions differ.
- Results-orientated with the ability to anticipate problems, weigh up options and offer alternative solutions.
- High level of problem-solving skills and the ability to respond to sudden unexpected demands.
- Attention to detail combined with ability to extract key messages from complex information.
- Monitoring and management of key performance indicators.

# 4. Planning & Organisational Skills

- The post holder is required to manage their own time including prioritising work to ensure trust targets are achieved. This requires the post holder to plan and organise a range of activities, including long term strategic plans to implement organisational objectives for critical services.
- Organise and schedule own workload and resources and responds positively to work pressure.
- Deliver against objectives, achieving quality outcomes and working to tight deadlines.
- Support members of the wider team to ensure workload is achievable to ensure deadlines of the team are met.
- Adaptable approach to changing priorities and requirements.
- Time management and forward planning to maximise outputs in a timely manner.
- Assist with developing and implementing long term strategic Trust wide compliance plans for all aspects of the waste, energy and sustainability agenda.
- Chair relevant meetings/groups, produce action plans for all work and activity associated with this role.

### 5. Physical Skills

- · Combination of sitting, standing, walking and frequent driving.
- Frequent computer work to facilitate report writing, research and analysis.
- Required to exert prolonged periods of concentration and focus during the working day.
- To undertake relevant mandatory training.
- Ability to travel across Trust sites and further afield when necessary.
- Able to undertake audits and site inspections across the trust estate portfolio as required.





### 6. Patient/Client care

- Provide advice and operational guidance to the clinical teams on all matters relating to energy and carbon management.
- No direct patient care duties.
- Undertake routine Ward/Department visits as a regular feature of the service, liaising with the relevant Ward Manager/Head of Department to discuss any issues.
- Ensure the development of close and harmonious relationships between service and service users/patients during specific associated projects.
- Embed and support the delivery of the Net Zero Northumbria action plan into everyday practice, improving the patient experience.

## 7. Policy & Service Development

- Act as operational lead for the application of technical specialist energy and environmental principles and policies, and their relevance to practical situations across all the Trust premises.
- Leads on the policy development for sustainability and carbon related policy and strategy.
- Responsible for ensuring performance targets are met.
- Analysis of data to assist in service development.
- To assist in the development of business plans based on assessment of need to develop or redesign services.
- To deliver the quality standards and targets outlined in the Trust's Risk Management Strategy and local operational policies contributing to the directorate risk register.
- Managers have a duty to ensure that staff systems of work are used within their areas of
  responsibility; to investigate accidents and incidents; to arrange for risk assessments to be
  conducted annually; and to ensure all staff attend appropriate health and safety training.
- Expected to act as project lead for service developments as directed by Head of Sustainability
- Responsible for ensuring staff implement trust policies and procedures.
- Implements policies/protocols which may impact beyond own area of activity.
- Recommend areas for development and service improvement to the Head of Sustainability.
- Act as lead on internal and external environmental communications for the Trust in relation to sustainability & net zero..
- Work with relevant environmental professionals outside of the Trust on the development of specific initiatives where relevant.





# 8. Financial & Physical Resources

- Purchase and allocation of materials, consumables, non-consumables, and equipment for the provision of services within the limits of the budget and in accordance with Trust Standard Financial Instructions.
- Responsible for signatory of goods and an authorised signatory for utilities spend.
- Ensure that utilities consumption and the associated costs are tracked monthly and that high quality and accurate records are maintained for reporting purposes.
- Manage the procurement of energy and water to achieve best value and quality of service. Ensure that contractor performance is effectively measured and managed.
- To actively participate in budget setting and in identifying cost reduction programmes on an ongoing basis.
- To be responsible for authorisation of invoices within the post holders agreed and delegated financial signatory limits.
- To be responsible for raising orders and completing in accordance with the Trust's Standing Financial Instructions.
- Identify and manage funding bids and business proposals, aimed at satisfying legislative changes and/or service enhancements, ensuring correct funding requirements, reporting and timescales are achieved.
- Provide advice to the Trust on investment initiatives and recommend best use of Trust financial resources.
- Deliver economies through environmental, energy, procurement and workforce development projects, defined through both financial savings and reduced carbon emissions.
- Provide income generation advice, supporting the Trust to access charitable or local/central government finance to fund sustainability initiatives.
- Make savings, efficiencies and attract investment, through implementing sustainability schemes.
- Work with the outsourced contractors to maximise the potential of their sustainability commitments, monitor and report on outcomes.
- Responsible for negotiating access to grants and external funding with external organisations based on a business case.
- Lead responsibility for environmental returns and specialist revenue streams.
- Contributes to the development of capital projects with regard to energy, carbon and sustainability.





#### 9. Human Resources

- Line management for a range of personnel, including direct line reports as well as other staff and sub-contractors when engaged in sustainability activities.
- Ensure staff attend mandatory training including trust wide induction, local induction and child protection training.
- To promote the health & wellbeing of all staff.
- To ensure all staff receive an appraisal and appropriate training, directly undertaking appraisals where required.
- To monitor performance, sickness & flexible working of direct reports.
- To deliver core HR advice as a line manager acting in accordance with HR policies for sickness monitoring, disciplinary action, grievance performance monitoring.
- HR investigation and participation in formal hearings as and when required.
- Deliver, support with, and development of essential and specialist environmental related training across the Trust.
- Ensure appropriate induction of new direct reports and the wider team in accordance with Trust's policies and procedures.
- Support with planning and organising annual leave and sickness monitoring and management.
- Responsible for initiating disciplinary procedures.
- Responsible for maintaining and expanding own knowledge.
- To participate in trust appraisal scheme.

#### 10. Information Resources

- Regular use of specialist software to develop or create reports, documents and drawings i.e. Microsoft suite.
- Responsible for ensuring staff adhere to information management guidelines.
- Responsible for ensuring IR1's are completed and actioned appropriately.
- Responsible for maintaining environmental and sustainability resources (documents, databases,) through effective management and approved governance procedures.
- Create confidential reports for internal meetings including the Board and Leadership Team.
- Lead on the development, implementation and maintenance of the Trust wide environmental information through the SmartCarbon platform.
- Support the provision of general and statistical information for the completion of benchmarking returns and updating of records including but limited to NHSE, Greener NHS, ERIC, PAM.
- You will be expected to have basic functional skills, including literacy, mathematics and digital skills. Digitally literacy is the ability to locate, organise, understand, evaluate and analyse information using digital sources. This is in line with 'digital readiness indicator for health and social care', which has been developed in the Building a Digital Ready Workforce Programme (BDRW), between Health Education England (HEE) and NHS Digital, and is part of the Government's Digital Transformation Portfolio (DTP) (2019)





## 11. Research & Development

- Responsible for ensuring statutory audits are carried out and actions implemented following these to improve energy management.
- Undertakes audits to assess and develop services.
- Responsible for assisting the Head of Sustainability in developing services to meet identified needs.
- Responsible for reviewing services and protocols.
- The post holder is required to keep abreast of current, new and emerging technologies and understand the synergies between these and existing technologies.
- Undertake any restructuring and change process which may be required within the Service to facilitate a more flexible service delivery. Constantly seek to improve and extend such services.

### 12. Freedom to Act

- The post holder is managed rather than supervised. They are the point of contact for other staff to seek advice and guidance in relation to issues. Advice is given based on established principles and policies. However, in some instances the post holder will be required to interpret broad policies and assess how to implement these. i.e., Service developments.
- Limited supervision and instruction from the Head of Sustainability although guidance and support is available.
- The post holder is required to make day to day decisions in relation to problem solving i.e. Environmental, energy, carbon and project management matters.
- The post holder may be asked to deputise for the Head of Sustainability in their absence.
- To make decisions when trouble shooting for day-to-day problems e.g. Engineering issues that may impact service provision.
- Guided by building/environmental regulations, H&S regulations, and be a specialist in the field of environmental compliance interpreting policy and guidance.
- Must use own initiative on daily activities and decision making.





#### **Standards**

The statements outlined below are the standards of which all employees of Northumbria Healthcare Trust are expected to comply.

Works to the standards expected in the Northumbria Healthcare NHS Foundation Trust statement of values.

Risk Management - to deliver the quality standards and targets outlined in the Trust's Risk Management Strategy and local operational policies

#### Infection Control:

It is your responsibility to adhere to infection control polices and guidelines in order to promote cleanliness and reduce infections. Hand hygiene must be undertaken correctly to prevent the spread of infection. Personal protective equipment must be used in accordance with Trust policy. You must contribute to the cleanliness of the work environment and keep it "clutter free" and tidy. You must also attend mandatory training and updates to ensure you receive training appropriate to your role

#### Health and Safety:

Managers have a duty to ensure that safe systems of work are used within their area of responsibility; to investigate accidents and incidents; to arrange for risk assessments to be conducted annually, and to ensure staff attend appropriate health and safety training.

All employees have a duty to take reasonable care for their own health and safety, and that of others who may be affected by their activities; to cooperate with the Trust by complying with all health and safety rules and safe systems of work; and to inform their line manager of any work situation, or practice which may be considered a danger to health and safety.

#### Patient, Carer & Public Involvement:

Managers have a duty to ensure that the principals of patient, carer and public involvement are adhered to throughout all areas of responsibility in line with Section 242 of the NHS Act 2006 (as amended by the Act 2012) which requires the duty to involve and consult users. A 'user' is defined as someone who is using services, or someone who may use them. In addition, this requires NHS organisations to involve and consult patients and the public in; The planning and provision of services and the development and considerationof proposals for changes in the way services are provided.

This ensure that patients are the focus of everthing we do, we share good practice in line with Trust policies and procedures, this includes learning from complaints and concerns.

#### Safeguarding:

The safeguarding of all those who are vulnerable is an enormous obligation for all of us who work in the NHS and partner agencies.

Safeguarding children and adults at risk of abuse or neglect is complex, frequently under review and we must all take responsibility to ensure that it works effectively.

Safeguarding is everyone's responsibility. It remains the responsibility of every NHS organisation and each individual healthcare professional working in the NHS to ensure that the principles and duties of safeguarding adults and children are holistically, consistently and conscientiously applied with the needs of adults at risk or abuse or neglect at the heart of all that we do.

Partnership working is also key and it is vital that local practitioners continue to develop relations and work closely with colleagues across their local safeguarding system to develop ways of working that are collaborative, encourage constructive challenge and enable learning in a sustainable and joined-up way.

NHS England will continue to seek assurance that the safeguarding arrangements across the health system are effective.

#### **Environment and Sustainability:**

The trust aims to be an exemplar organisation that embraces sustainability and meet its corporate responsibility. It is the responsibility of all employees to support the Trusts' vision for sustainable development. To undertake their duties in a way that is not wasteful of environment, financial and social resources throughout their daily activities.





## Appendix 1

NOTE: This appendix is not intended to form part of the 'official' Job Description, but is intended for Job Evaluation purposes <u>only</u>.

### **Effort and Environment:**

#### Physical -

- Driving from site to site on a daily basis
- Sitting in a restricted position for long periods of time i.e. meetings or while responding to emails
- Accessing plant rooms and engineering areas which may be cold, damp and dark
- Sitting, standing walking: some physical effort.
- Ability to access difficult to access areas. Light physical effort required to undertake site surveys and audits, surveying plant rooms and roof spaces, carrying energy monitoring equipment and tools.

#### Mental -

- Attending meetings is a part of the job and requires concentration.
- There is frequent requirement for prolonged concentration
- Preparing detailed reports or figures for business plans.
- Required to change from one activity to another to meet directorate requirements
- Conduct on site teaching and instruction.
- Work at the computer requiring keyboard skills.
- Manage conflicting priorities and interruptions to deal with service issues at short notice to
- respond to pressing demands.

#### Emotional -

- Dealing with staff through the disciplinary process, sickness monitoring etc
- Counselling staff in relation to performance or personal circumstances
- Exposure to distressing situations is rare. Contact with patients on wards. Incidental contact with patients.
- Supervision and management of staff; involving appraisal, and the resolution of difficult, complex, and sensitive staff issues.
- Exposure to distressing/emotional circumstances through involvement in change management and negotiation issues from a workforce perspective.
- Address and resolve sensitive and often stressful situations regarding staffing issues and personal problems. Also, regarding patient, carers or customer complaints.

### **Working Conditions –**

- Working occasionally outside, at height or extreme hot and cold temperatures
- Occasional exposure to unpleasant work conditions during monitoring of some patient areas.
- Office home and trust based, meeting rooms (virtual and in person).
- Frequent use of keyboard and VDU.
- Ability to travel to other sites within the Trust and to conferences /meetings / training held in other parts of the UK.





# Appendix 2

#### Grid

	DUTIES AND RISK FACTORS OF THE POST	Yes	No
1.	Exposure Prone Procedures (EPP's)*		Х
2.	Manual Handling Operations	Х	
3.	Dust, Dirt, Smells	Х	
4.	Chemicals, Fumes or Gasses (Glutaraldehyde, fixer,	Х	
	anaesthetic gases, reconstitution/handling of cytotoxic drugs)		
5.	Patient Contact		X
6.	Babies/Children Contact		Х
7.	Food handling / Preparation		X
8.	Driving	X	
9.	Fork Lift Truck Driving		X
10.	User of Display Screen Equipment	X	
11.	Noise	X	
12.	Infestation	Х	
13.	Blood and Body Fluids/Waste/Samples/Foul Linen	Х	
14.	Excessive Cold	X	
15.	Excessive Heat	X	
16.	Inclement weather	X	
17.	Radiation		X
18.	Laser Use		Х
19.	Heights over 2 metres	X	
20.	Confined Spaces	Х	
21.	Vibration i.e. Power Tools		X
22.	Using machinery with moving/exposed parts		X
23.	Shift work		Х
24.	Use of latex products		X
25.	Physical violence / aggression		X
26.	Employment of young people		X
27.	Any other hazards please specify		X
28.	Other		

If any hazard is identified above please give details below.



<sup>\*</sup>Definition of Exposure Prone Procedures (EPP's)

Exposure prone procedures are those where there is a risk that injury to the Health Care Worker may result in the exposure of the patient's open tissues to the blood of the HCW. These procedures include those where the HCW's gloved hands may be in contact with sharp instruments, needle tips and sharp tissue (spicules of bones and teeth) inside a patients open body cavity, wound or confined anatomical space where the hands or fingertips may not be completely visible at all times.



Job Title:	Sustainability & Carbon Manager			
Department:	Trust wide			
Location:	Trustwide			
Specification	Essential	Desirable		
Qualifications / Professional Registration	<ul> <li>A Degree in Engineering, Energy Management, Waste Management, Sustainable Development, Environmental Management or equivalent level of experience.</li> <li>Master's Degree (or equivalent specialist knowledge) in an environmental, engineering or energy discipline or equivalent.</li> <li>Membership of a relevant professional body such as the Institute of Environmental Management and Assessment (IEMA) or equivalent.</li> </ul>	<ul> <li>Post graduate management qualification</li> <li>Auditing qualification.</li> </ul>		
Experience and knowledge	<ul> <li>Environmental / energy management at a senior level in another Trust or large, complex, multi-skilled, multi-disciplinary setting.</li> <li>Substantial experience of managing or leading a team.</li> <li>Knowledge of a range of work procedures and practices.</li> <li>Experience of implementing change in an organisation.</li> <li>Experience of managing and monitoring financial budgets &amp; information.</li> <li>Experience in carbon management.</li> <li>Experience in project management.</li> <li>Demonstrated experience of meeting performance targets.</li> <li>Knowledge of sustainability, energy management and environmental management including strategic awareness, business case preparation and policy &amp; strategy writing.</li> <li>Knowledge and experience of effective change management strategies.</li> <li>Knowledge of financial systems and financial monitoring.</li> <li>Knowledge of relevant HTMs / standards.</li> <li>Knowledge of low carbon design.</li> <li>Practice and promote Continuing Professional Development (CPD)</li> </ul>	<ul> <li>Knowledge and experience of hospital engineering systems, improvement in efficient operation and design of new systems.</li> <li>Knowledge of NHS procedures and structures.</li> </ul>		





Skills and abilities	Ability to work across all levels both within the organisation including at senior management level and outside	Able to think strategically and contribute to the development of the
	the organisation.  • Excellent communication skills to communicate complex information effectively to a range of technical and non-technical audiences at all levels of the organisation.	organisational culture.
	Ability to develop, implement and monitor policies, procedures and systems to support core areas and disciplines.	
	Excellent report writing, strategy development, consultation and presentational skills.	
	Good negotiation skills, excellent influencing skills, raising the profile and commitment to sustainability and environmental issues.	
	<ul> <li>Able to establish credibility and good relationships and manage those relations with sensitivity and diplomacy.</li> </ul>	
	<ul> <li>Innovator and decision-maker with the ability to communicate new ideas.</li> <li>Good computer skills to develop or</li> </ul>	
	create reports, documents, spreadsheets and presentations.  • Demonstrable leadership skills.	
	Must be able to demonstrate the English language proficiency level required for this post.	
Personal attributes	<ul> <li>Able to work collaboratively within a team, but also make decisions and work independently when required.</li> <li>Commitment to self-development.</li> <li>Demonstrate effective personal time</li> </ul>	Knowledge of or experience in Quality improvement tools, techniques and methods
	<ul> <li>management and meet tight deadlines.</li> <li>Ability to motivate and inspire others.</li> <li>Learning agility and commitment to self-development.</li> </ul>	
Other requirements	It is an essential requirement of the role that the post holder has a valid driving licence and is either a car owner and able to use the car for work purposes, or has a Trust personal lease vehicle which may be used for the role. However, the Trust would consider making reasonable adjustments to the role, if necessary, to enable a disabled person to undertake the role.	

