



Office of the Regulator of the National Lottery

Recruitment of Accountant

Candidate Information Booklet

Closing Date for Applications: 12 noon on Monday, 9th February 2026



Rialálaí an Chrannchuir Náisiúnta
Regulator of the National Lottery

forv/s
mazars

The Position

Title of position:	Accountant
Tenure:	Permanent Contract
Employing Authority:	Regulator of the National Lottery
Location:	5 George's Dock, IFSC, Dublin 1
Organisation website:	www.rnl.ie

About the Office of the Regulator of the National Lottery (ORNL)

The Office of the Regulator of the National Lottery (ORNL) is an independent regulatory office established by statute whose role is set out in the National Lottery Act 2013 (the Act).

The functions of the Regulator are described in the Act and include the following:

- To procure the holding of the National Lottery
- To oversee the operation of the National Lottery and to monitor and enforce compliance with the Act and the Licence
- To consider for approval certain matters relating to the National Lottery (including schemes for National Lottery games)
- To manage and control the National Lottery Fund.
- To exercise the enforcement rights of any trademark of the National Lottery.

The Regulator carries out these functions in a manner most likely to ensure –

- a. that the National Lottery is run with all due propriety,
- b. that the interests of participants in the National Lottery are protected,
- c. that the long-term sustainability of the National Lottery is safeguarded,

and subject to a) to c), to ensure revenues allocated to Good Causes are as great as possible.

The ORNL's Vision, Mission and Values

Our Vision: A safe, sustainable, properly run National Lottery that optimises funds for good causes.

Our Mission: To independently oversee the operation of the National Lottery. Monitor. Enforce. Protect.

Our Values:

- **Guardianship:** acting in the public interest with integrity
- **Independence:** being objective and impartial
- **Transparency:** in our decision making and communication
- **Accountability:** holding ourselves and others to account
- **Professionalism:** consistent high standards of conduct, competence and courtesy
- **Valuing Our People:** respecting and supporting our people
- **Future Focused:** innovating and applying evolving knowledge, skills and experience

Role Summary

The ORNL is seeking to appoint an Accountant. As part of the Audit & Finance team, this position will support the Head of Audit & Finance in achieving the strategic goals set out below, through delivery of the following key objectives:

- Support to the Regulator
- Management and administration of the National Lottery Fund
- Corporate governance and propriety in the Operator of the National Lottery
- Oversight of Operator performance
- Oversight of Operator security

Relevant Strategic Goals:

- The National Lottery is run with all due propriety
- The interests of participants are protected
- The long-term sustainability of the National Lottery is safeguarded
- Good Causes funds are as great as possible in a safe and regulated environment
- Governance of the ORNL achieves best in class

Key Responsibilities:

This is a key role within the ORNL and will be responsible for, but not limited to, the following:

Management and Administration of the National Lottery Fund

1. Supporting the Head of Audit & Finance in the management and administration of the National Lottery Fund.
2. Maintaining processes for the control of receipts, holding and paying of funds to/from the National Lottery Fund.
3. Monitoring Operator compliance with processes and controls for the control of receipts, holding and paying of funds to/from the National Lottery Fund.
4. Preparing Analysis and Summaries of Weekly Settlements and Transfers for authorisation by the Head of Audit & Finance/Regulator.
5. Ensuring amounts for Good Causes are properly accounted for and transferred to the Exchequer on a regular basis.
6. Developing and implementing policies, systems and procedures to ensure that robust governance, compliance and risk management systems are in place for the National Lottery Fund.
7. Preparing annual financial statements and monthly management accounts for the National Lottery Fund.
8. Liaising with the Exchequer, the Central Bank and the Department of Public Expenditure and Reform in the administration of the National Lottery Fund.

Oversight of Operator

1. Supporting the Head of Audit & Finance in the oversight of the activities of the Operator in line with the requirements set out in the Licence.
2. Carrying out periodic themed reviews and analysis of specific activities of the Operator.
3. Managing the Office's access to the Operator's management information systems as set out in the Licence.
4. Monitoring of unclaimed prizes.

Office Accounts and Governance

1. Preparing annual financial statements and monthly management accounts for the Office.
2. Preparing annual budget estimates for the Office and monthly budget monitoring reports.
3. Supporting the Head of Audit & Finance in ensuring that the Office's finances are managed within the overall budget in accordance with public financial accounting standards.
4. Supporting the Head of Audit & Finance in the overall management and administration of the Office's finances.
5. Supporting the Head of Audit & Finance in developing and implementing policies, systems and procedures to ensure that the Office has robust governance, compliance and risk management systems in place.
6. Ensuring that regular information is provided to the Regulator and Head of Audit & Finance to enable effective financial management and planning.
7. Supporting the Head of Audit & Finance Preparing and monitoring the Audit & Finance Workplan.
8. Preparing and presenting monthly reports to the Office Finance Committee.
9. Liaising with and providing support for the Office's external auditors, the Office of the Comptroller and Auditor General, and the Office's internal auditors.
10. Supporting the Head of Audit & Finance and the Corporate Affairs Manager in matters of corporate governance, financial management and ICT, including risk management, procurement and the system of internal financial control.
11. Supporting the Head of Audit & Finance and the Corporate Affairs Manager in ensuring that the Office is in compliance with obligations under law including the Code of Practice for the Governance of State Bodies and Ethics in Public Office legislation.
12. Contributing, as a member of the senior management team, to the strategy development, policy development and planning of the Office.
13. Carry out other such duties and responsibilities as are assigned from time to time by the Head of Audit & Finance and/or the Regulator.

Management of Finance and Administration Officer (FAO)

1. Overseeing the work of the FAO including:
 - Creditor Payments processing
 - Bank Reconciliations
 - Petty Cash Reconciliations
 - Tax Clearance matters
 - Professional Services Withholding Tax (PSWT) matters
 - Relevant Contracts Tax (RCT) matters
 - Enhanced Revenue Reporting (ERR) matters
 - Prompt Payment reporting
 - Purchase Order monitoring and reporting
 - Reconciliation of Fixed Assets
 - Review of Operator Prizes Bank Account
 - Preparation of management accounts (to provide cover for Accountant)
2. Managing the performance and development of the FAO including:
 - Annual Performance Reviews
 - Coaching and training plan

The Person

Essential Requirements

The successful candidate must be able to demonstrate the following:

- Full membership of a prescribed accountancy body supervised by the Irish Auditing and Accounting Supervisory Authority (IAASA).
- A minimum of 5 years relevant post qualification accountancy/audit experience including management accounting and/or financial accounting, financial services, internal audit or the regulatory environment
- A comprehensive knowledge of financial reporting standards, such as FRS 102, Central Government Accounting Standards (CGAS), accrual accounting (CGAS) or cash counting (Public Financial Procedures) or the ability to quickly acquire same.
- Proven experience of managing staff and other resources, as well as a proven track record of showing personal initiative, with an ability to make sound judgements on management and staffing issues.
- A high degree of technical, analytical, conceptual and problem-solving skills in financial and business management, as well as a track record of being flexible and results-focused with the ability to work under pressure to tight deadlines with attention to detail.
- Excellent interpersonal skills, and oral and written communication skills, with the capacity to operate engage and influence at a senior level, as well as the ability to summarise financial issues and present information in a logical and comprehensive manner
- Demonstrable Project Management skills, as well as strong track record in the exercise of sound professional judgement, with excellent process management and organisational skills with the capacity to complete work thoroughly and to a high standard
- Demonstrable experience of IT skills including a familiarity with integrated Financial Management Systems.

Desirable Requirements

The successful candidate should also be able to demonstrate evidence of:

- A commitment to continuous development of skills and professional qualifications.
- An understanding of public sector accounting and financial management systems or the ability to quickly acquire such understanding.
- An awareness of the environment within which the ORNL operates or experience of regulation: e.g., working in a regulatory office, regulated entity or advising regulators or regulated entities, as well as a strong commitment to serving the public interest

Key Competencies

Candidates should demonstrate the ability to carry out successfully the duties of the role, as well as the general skills and competencies required at Assistant Principal Officer level. The key competencies that have been developed for roles at this grade level are as follows:



Each of the key competencies is supported by a list of key performance indicators which are available on www.publicjobs.ie.

Further information on the specific performance indicators for these competency areas is provided at **Appendix I**.

Conditions of Service

General

The appointment is to a permanent post with the ORNL and is subject to the National Lottery Act 2013.

Tenure

The appointment is subject to termination at any time by either side in accordance with the Minimum Notice and Terms of Employment Acts 1973 to 2005. In the case of serious misconduct, the employment may be terminated at any time without notice and without penalty. A 9-month probation period will apply.

Remuneration

The salary scale for the position is based on the starting point on the Professional Accountant Grade I scale effective from 01 August 2025:

€85,786 - €88,481 - €91,182 - €93,874 - €96,567 - €99,770 - €103,415¹ - €107,064²

Long Service Increments may be payable after 3 (LSI-1) and 6 (LSI-2) years' satisfactory service at the maximum of the scale.

Important Note

Entry will be at the minimum of the scale and the rate of remuneration may be adjusted from time to time in line with Government Policy. Please note that different terms and conditions may apply if the successful applicant is a serving civil or public servant prior to taking up this position with the ORNL.

Probation

All new employees are required to satisfactorily complete a probationary period, in accordance with the 'Terms and Conditions of Employment' in their employment contract. During this period, the employee's performance on the job and potential abilities are evaluated to determine suitability for the position. At the end of this probationary period, a formal assessment will be carried out by the employee's line manager, resulting in a decision on whether the employee has completed their probation satisfactorily.

Location

The ORNL is currently located at 5 George's Dock, IFSC, Dublin 1.

Remote Working Arrangements

Currently there is a minimum attendance at the office for two (2) anchor days per week at the Dublin Office HQ for all roles. Currently this is Tuesday and Wednesday. This is available to all new entrants, subject to applying for remote working and the role requirements.

Hours of attendance

Hours of attendance will be fixed from time to time but will amount to not less than 35 hours net per week. The position holder will be required to work a five-day week. Hours of attendance will be as specified by the Regulator. Please note that Flexitime is not available for this position.

The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties, subject to the limits set down in the working time regulations. This may include working evenings and weekends. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service will apply in accordance with the provisions of sick leave circulars for the civil and public service, and on a pro-rata basis during the probationary period.

Officers who will be paying Class A rate of PRSI will be required to sign a mandate authorising the Department of Social Protection to pay any benefits due under the Social Welfare Acts directly to the ORNL. Payment during illness will be subject to the officer making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

Annual leave

The Annual Leave allowance for the position is 30 days. This allowance is subject to the usual conditions regarding the granting of annual leave in the ORNL, is based on a five-day week, and is exclusive of the usual public holidays.

Employee Benefits

The ORNL is pleased to offer the following benefits to its staff:

- Flexible hours of attendance
- Blended working
- Wellness initiatives
- Employee Assistance Programme
- Access to education/training supports
- Generous pension arrangements
- Access to Cycle to Work Scheme

Outside Employment

The position is whole-time, and the holder is not permitted to engage in private practice, or be connected with any outside business, which would interfere with the performance of official duties.

The Organisation of Working Time Act 1997

The terms of the Organisation of Working Time Act, 1997 will apply, where appropriate, to this appointment. Further information on the conditions of employment will be outlined in the contract of employment for the successful candidate.

Superannuation and Retirement

Membership of the Single Public Service Pension Scheme is compulsory for all employees except where there is membership of pre-existing public service superannuation scheme. Details will be provided to the appointee prior to appointment.

For new entrants under the Single Public Service Pension Scheme, effective from 1st January 2013, superannuation contributions are as follows: 3.5% of net pensionable remuneration and 3% of pensionable remuneration. Pension and retirement lump sum will be based on career-average pensionable remuneration; pensions will be co-ordinated with the State Pension Contributory.

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing as a Public Servant at the time of being offered an appointment. In general, and except for candidates who have worked in a pensionable (non-single scheme terms) public service job in the 26 weeks prior to appointment,

this means being offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Key provisions attaching to membership of the Single Scheme are as follows:

(a) Pensionable Age

Normal Retirement Age is the same as the eligibility age for the Contributory State Pension, paid by the Department of Employment Affairs and Social Protection. Depending on date of birth, it will either be age 66, 67 or 68. Officers can decide to retire up to age 70.

(b) Pension Accrual

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme would apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on 28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

(c) Additional Remuneration Contribution

The appointment is subject to the deduction of Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017. Note: ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

(d) Incentivised Scheme for Early Retirement (ISER)

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are debarred from applying for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

(e) Collective Agreement: Redundancy Payments to Public Servants

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the public service by any public service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

(f) Declaration of previous public service employment history:

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement and/or the collective agreement outlined above. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

(g) Irish Language Recruitment Objective:

A key objective of the Official Languages (Amendment) Act 2021 is that 20% of recruits to the public sector will be competent in the Irish language by the end of 2030. The ORNL is committed to achieving this.

Eligibility to Compete

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway.

Confidentiality

All enquiries, applications and all aspects of the proceedings relating to recruitment and selection are treated as strictly confidential and are not disclosed to anyone outside those directly involved in the recruitment process.

Freedom of Information

Candidates can expect that all enquiries, applications and all aspects of the proceedings are treated as strictly confidential subject to the provisions of the Freedom of Information Act, 2014.

How to Apply

Forvis Mazars have been retained by the ORNL to assist with the appointment of the role of Accountant. Forvis Mazars, on behalf of the ORNL, invites applications from suitably qualified candidates and will be undertaking a comprehensive recruitment process as part of this recruitment campaign.

Forvis Mazars will be managing all aspects of this recruitment project on behalf of the ORNL. No enquiries or canvassing should be made directly to ORNL.

Applications should be submitted online and must include:

1. A cover letter outlining why you wish to be considered for the role of Accountant and why you believe your skills and experience meet the requirements of the role.
2. A comprehensive CV clearly showing your relevant achievements and experience in your career to date.
3. A completed application form.

Only applications with all **three** of the above elements submitted online via the Forvis Mazars application portal by the application deadline will be accepted. For the avoidance of doubt, the absence of any of the above (1-3) at the application deadline will automatically result in your application being deemed ineligible.

To apply for this role, visit www.forvismazars.com/ie/en/executiverecruitment and search Ref. RNL0126.

Closing date

Deadline for application: 12 noon on Monday, 9th February 2026.

Applications will not be accepted after the closing date/time.

An acknowledgement email will be issued for all applications received. If you do not receive acknowledgement of your application within 24 hours of submission, please contact the Forvis Mazars Executive Recruitment Team by email (execrecruit@mazars.ie) to ensure your application has been received.

Reasonable accommodations

The ORNL places a strong emphasis on diversity, inclusion and equality at all levels of the organisation. Any candidate who requires reasonable accommodations at any stage of the selection competition should indicate their requirements. Any queries in relation to any disability or other issue which may be addressed through making such reasonable accommodations, can be addressed to the execrecruit@mazars.ie or telephone to +353 (1) 4494400.

Selection process

The Selection Process may include the following

- shortlisting of candidates, based on the information contained in their application
- a competitive preliminary interview
- a competitive interview(s) which may include a presentation
- psychometric assessment
- satisfactory references (referees will not be contacted without the candidate's prior agreement)

Please note that the ORNL reserves the right to hold any part of the selection process by way of remote/video-call platform or other appropriate methodology.

Shortlisting

The ORNL reserves the right to shortlist applications. The shortlisting process may take the form of a screening call and/or a desktop shortlisting process based on the information contained in the applications submitted.

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the ORNL may decide that only a subset will be called to interview. In this respect, the ORNL will use a shortlisting process to select a group for interview who, based on an examination of the application material, appear to be the most suitable for the position. An expert board will examine the application forms against pre-determined criteria based on the requirements of the position. In addition, screening calls may be utilised. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who, based on their application, appear to be better qualified and/or have more relevant experience.

Interviews

Candidates will be notified of interview details at the earliest convenience, with interviews envisaged to take place in March 2026. Candidates should ensure that the contact details specified on their application form are correct.

Panel

The ORNL aims to establish a panel of the successful candidates for the role of in order of merit. Should a future vacancy arise for the role it may be offered to those on the panel in order of merit.

Any panel created will expire after a designated period from its establishment (usually twelve months), or when it has been exhausted, whichever is sooner. The ORNL may decide on the number of candidates to be placed on any such panel. Qualification and placement on a panel is not a guarantee of appointment to a position. Candidates not appointed at the expiry of the panel will have no claim to a position thereafter because of having been on the panel.

More detailed information regarding establishment of a panel (if any), duration of any such panel and placement on the panel will be provided to successful candidates. If you are placed on a panel, and are subsequently offered an assignment, you must be available to take up the post as offered. A vacancy may need to be filled with immediate effect and therefore if you are not contactable, the ORNL will immediately move on to the next available candidate.

Offer of Appointment

The ORNL shall require persons to whom an appointment is offered to take up such appointment within a period of not more than three months. If the person fails to take up the appointment within such period, or such longer period as the ORNL in its absolute discretion may determine, the ORNL may not appoint them.

Candidate's Obligations

Candidates should note that canvassing will disqualify and will result in their exclusion from the process.

Candidates must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- interfere with or compromise the process in any way

A third party must not personate a candidate at any stage of the process.

Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine/or imprisonment.

In addition, where a person found guilty of an offence was or is a candidate at a recruitment process, then:

- where he/she has not been appointed to a post, he/she will be disqualified as a candidate; and
- where he/she has been appointed subsequently to the recruitment process in question, he/she shall forfeit that appointment.

Deeming of candidature to be withdrawn

Candidates who do not complete and submit any assessments before the specified date or do not attend/undertake any stage of the selection process as requested or do not furnish such evidence as requested in regard to any matter relevant to their candidature, will have no further claim to consideration.

General Information

Health and Character Reference Checks

Please note that any offer of employment made to a successful candidate will be subject to satisfactory reference verification, independent medical confirmation of fitness to work, and satisfactory verification of academic and professional qualifications.

Candidates must be in good health, capable and competent of carrying out the work assigned to them, and they must also be of good character. Those under consideration for a position will be required to complete a health check by a medical professional designated by the ORNL and provide referees. Please be assured that we will only contact referees at offer stage, and any offer will be subject to satisfactory completion of reference checks. Please note, that should you be successful at interview, we will require a reference from your current or most recent employer.

Security Clearances

Please note that Garda Clearance may be required for this position. Where required, if you have resided / studied in countries outside of the Republic of Ireland for a period of 6 months or more, you must furnish a separate Police Clearance Certificate from each country stating that you have no convictions recorded against you while residing there.

It is your responsibility to seek security clearances in a timely fashion. The successful applicant cannot be appointed without this information being provided and being in order.

Confidentiality

Candidate confidentiality will be respected at all stages of the recruitment process. Applicants should however note that all application material would be made available to those with direct responsibility for the recruitment process within the ORNL.

Please note information provided by you as part of your application may be used as part of our diversity, equality and inclusion metrics in relation to this campaign.

Legal compliance

Forvis Mazars and the ORNL are committed to complying with all relevant legislation over the course of this recruitment campaign, including the Employment Equality Acts 1998-2015, the Employment (Miscellaneous Provisions) Act 2018, the Data Protection Acts 1988 - 2018, and the Freedom of Information Acts, 1997, 2003 and 2014.

GDPR compliance

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. The personal information (data) collected on the application form, including any attachments, (which may include the collection of sensitive personal data) is collected for the purpose of processing this application and any data collected is subject to the regulations.

Forvis Mazars collects, processes and stores personal data, as provided by applicants when applying for the role available. The data provided by applicants is collected, recorded, stored, retained and destroyed in compliance with the Data Protection Acts 1988 - 2018.

Appendix 1 – Key Competencies

Assistant Principal Officer Level Competencies - Effective Performance Indicators

Leadership

- Actively contributes to the development of the strategies and policies of the Department/ Organisation
- Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise
- Leads and maximises the contribution of the team as a whole
- Considers the effectiveness of outcomes in terms wider than own immediate area
- Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks
- Develops capability of others through feedback, coaching & creating opportunities for skills development
- Identifies and takes opportunities to exploit new and innovative service delivery channels

Judgement, Analysis & Decision Making

- Researches issues thoroughly, consulting appropriately to gather all information needed on an issue
- Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)
- Integrates diverse strands of information, identifying inter-relationships and linkages
- Uses judgement to make clear, timely and well-grounded decisions on important issues
- Considers the wider implications, agendas and sensitivities within decisions and the impact on a range of stakeholders
- Takes a firm position on issues s/he considers important

Management & Delivery of Results

- Takes responsibility for challenging tasks and delivers on time and to a high standard
- Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances
- Ensures quality and efficient customer service is central to the work of the division
- Looks critically at issues to see how things can be done better
- Is open to new ideas initiatives and creative solutions to problems
- Ensures controls and performance measures are in place to deliver efficient and high value services
- Effectively manages multiple projects

Interpersonal & Communication Skills

- Presents information in a confident, logical and convincing manner, verbally and in writing
- Encourages open and constructive discussions around work issues
- Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors
- Maintains poise and control when working to influence others
- Instils a strong focus on Customer Service in his/her area
- Develops and maintains a network of contacts to facilitate problem solving or information sharing
- Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system

Specialist Knowledge, Expertise and Self Development

- Has a clear understanding of the roles' objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation
- Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities
- Is considered an expert by stakeholders in own field/ area
- Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role

Drive & Commitment to Public Service Values

- Is self-motivated and shows a desire to continuously perform at a high level
- Is personally honest and trustworthy and can be relied upon
- Ensures the citizen is at the heart of all services provided
- Through leading by example, fosters the highest standards of ethics and integrity