

Risk Dashboard (Risks Graded 15 and Above) - August 2025

		CONSEQUENCE (C)					
		CxL	1 - Negligible	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
LIKELIHOOD (L)	1 - Highly Unlikely						
	2 - Unlikely						
	3 - Likely					90 JCC Organisational Development through Effective Strategic Workforce Planning - Risk De-escalated from 16 to 12 Nov 2025	77 Commissioning of sufficient Emergency Ambulance Services capacity 80 JACIE accreditation - south Wales CAR T service 81 JACIE accreditation - south Wales BMT service
	4 - Highly Likely			03 Plastic surgery delays - Risk De-escalated from 15 to 12 Nov 2025	53 C&VUHB Neurosciences Staffing issues/level 61 Obesity surgery waiting times 65 Renal dialysis capacity across Wales 79 Type A Aortic Dissection 82 SBUHB Neuro-rehabilitation 86 C&VUHB Neurosciences National Standards 89 Paediatric Neurology service provision for Welsh patients 92 Women & Children commissioned services posts not advertised in CVUHB 94 Increased medicines costs - New Risk Added Nov 2025	69 Paediatric Radiology out of hours provision 78 Utilisation of Emergency Ambulance capacity 87 Acute Therapies MDT 88 South Wales Thrombectomy Equity 24/7 91 Hereditary Anaemias service - capacity in south Wales - Existing Risk Escalated from 15 to 20 Nov 2025	
	5 - Almost Certain			83 Full commissioning of paediatric orthopaedic surgical service 84 Financial Break-even 2025/26	68 C&VUHB Specialist Auditory Hearing service waiting times		

Organisational Risk Register (Risks Graded 15 and Above) - August 2025

JCC RISK REGISTER - RISKS WITH SCORES >15																	
Risk Ref	Risk Title	Risk Description	Strategic Risk Owner	Commissioning Team/ Directorate	JCC Strategic Objective	CTM Risk Domain	Provider/s	Controls in place	Action Plan	Assuring Committees / Sub-Committees	Rating (current) (C x L)		Rating (Target) (C x L)		Trend	Risk Opened	Last Reviewed
											C	L	C	L			
61	Obesity surgery waiting times	If...long waiting times for obesity surgery continue (which Salford Royal hospital have advised will be unlikely to reduce significantly in the medium to long-term) Then...patients from Betsi Cadwaladr University Health Board and North Powys awaiting obesity surgery procedures in Salford Royal Hospital will have their treatment delayed Resulting in...poor patient experience, poor outcomes and inequity of service provision between the North and South Wales service	Director of Commissioning for Specialised Services	Cardiac	Ensure quality: with a commissioning approach that is fostered in a quality management system, provide quality outcome, evidence based service specifications for commissioned services and monitor delivery against these	Safety & Well-being - Patients/ Staff/ Public Quality/ Complaints/ Assurance/ Patient Outcomes	BCUHB/Salford Royal Hospital	<ul style="list-style-type: none"> Salford Royal Hospital extending operating hours and working with private provider to increase the number of procedures undertaken JCC and BCUHB Level 3 service communicating proactively to ensure that the health board is fully cognisant of the identity of longer waiters JCC corresponding with Salford Royal to monitor current waiting list position JCC pursuing mitigating actions with South Wales to be able to make a better offer to patients 	<ul style="list-style-type: none"> A meeting will be arranged with the level 2/3 BCUHB Obesity service with a view to exploring the options for an alternative provider - December 2025/January 2026 JCC to commence work to identify an alternative English provider - December 2025/January 2026 WIMOS have confirmed that the service are progressing with arranging a clinic for a small number of BCUHB patients (a date has not yet been confirmed - NWJCC to contact the WIMOS service for an update - December 2025) The process for the escalation of the Salford obesity surgery service to Level 3 of the NWJCC Escalation Framework was initiated in December 2024 and endorsed by the NWJCC Senior Leadership Team in January 2025. A letter was sent to Salford in February informing them of the escalation and process (no response has yet been received). A chasing communication was sent by the Director of Commissioning for Specialised Services in April 2025. An escalation meeting could not be arranged with the Salford service until a response had been received from Salford. A follow up letter was sent in September 2025 (from the NWJCC Chief Commissioner) to Salford requesting an urgent response to the escalation letter and confirmation of a named Executive Lead from Salford Royal to enable the NWJCC to progress with the Level 3 escalation process. Salford have since formally written to the NWJCC providing 6 months notice for the obesity surgery contract. WIMOS have recruited the Dietician post, who has commenced in post, thereby increasing the staffing capacity to enable the service to receive a small number of referrals from North Wales. <p>Update November 2025 - In response to the letter of notice received from Salford an NWJCC internal meeting was arranged (24 October 2025) with the Director of Commissioning for Specialised Services, Assistant Director of Specialised Services, Associate Medical Director and the Commissioning Manager and a number of actions were agreed. The Cardiac Commissioning team have reviewed the risk which remains unchanged.</p>	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	16	4	4	4	↔	Dec-23	Nov-2025
68 NCC064	C&VUHB Specialist Auditory Hearing Service Waiting Times	If...staffing difficulties, and an increase in BCHI referrals being received from Aneurin Bevan University Health Board continues Then...south Wales patients requiring a Cochlear Implant or Bone Conduction Hearing Implant are unable to access the Specialist Auditory Hearing Service within a timely manner Resulting in...the service cutting short the pathway to enable the service to see more patients within the current staff resources which is resulting in the quality of the service being compromised	Director of Commissioning for Specialised Services	Neurosciences	Ensure quality: with a commissioning approach that is fostered in a quality management system, provide quality outcome, evidence based service specifications for commissioned services and monitor delivery against these	Safety & Well-being - Patients/ Staff/ Public Quality/ Complaints/ Assurance/ Patient Outcomes	CVUHB	<ul style="list-style-type: none"> The service is at Level 3 of the NWJCC Escalation Framework wef October 2025 	<ul style="list-style-type: none"> In March 25 CVUHB shared the work force requirement to right size the service, indicating significant investment required. It has been identified that CVUHB receives more income than it costs to deliver the current service. The JCC are awaiting confirmation from CVUHB regarding the financial position and recruitment to right size the service. A performance meeting with the south Wales Specialist Auditory Hearing Service was held on the 7th August 25 no update from CVUHB was received. The JCC will continue to meet regularly with the service. <p>Update for November 2025 - Commissioning Team undertaken a review of this risk which remains unchanged</p>	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	20	4	4	4	↔	Feb-24	Nov-2025
69 P/21/25	Paediatric Radiology Service	If...the commissioned 24/7 paediatric radiology service model is not operationalised within the children's hospital Then...this may leave a prolonged gap in out of hours' provision Resulting in...patients being transferred out of Wales, out of hours, for diagnostic assessment and potentially their ongoing treatment	Director of Commissioning for Specialised Services	Women & Children	Ensure quality: with a commissioning approach that is fostered in a quality management system, provide quality outcome, evidence based service specifications for commissioned services and monitor delivery against these	Safety & Well-being - Patients/ Staff/ Public Quality/ Complaints/ Assurance/ Patient Outcomes	CVUHB	<ul style="list-style-type: none"> Revised business case against the 2021 investment received in May 2024 Quarterly assurance & performance meetings to monitor progress commenced July 2024 New proposal for service agreed September 2024 	<ul style="list-style-type: none"> Arrange meeting with service leads to discuss new proposal - Complete Paper to be presented to JCC Senior Leadership Team to outline changes to original business case and phased approach to delivering a 24/7 service agreed September 2024 Progression against business plan monitored through quarterly assurance meetings with service leads - Next quarterly assurance meeting with service 01/09/25 <p>Update for November 2025 - W&C Commissioning Team have reviewed the risk which remains unchanged. Assurance meeting held on 1st September. Potential work force issues due to impending retirements (consultant radiologists), the paediatric radiology posts have been included in the organisation's list of hard-to-recruit roles, and the medical director is exploring international recruitment options. During the meeting the risk relating to the 24/7 paediatric radiology service was discussed, noting the potential patient transfers out of Wales due to service gaps. The service confirmed that the risk level has not changed, as they continue to operate without a formal out-of-hours rota.</p>	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	20	4	4	4	↔	Mar-24	Nov-2025
77	Commissioning of sufficient Emergency Ambulance Services capacity	If...the NWJCC does not commission sufficient capacity of services Then...the providers will be unable to deliver their commissioned requirements Resulting in...reduced performance and quality standards, increased risk of harm, reduced system flow and NWJCC reputational risk	Director of Commissioning for Ambulance Services and 111	Ambulance Services and 111	Facilitate Integration: through effective engagement and collaboration, provide the key mechanism to support regional and national integration for commissioning services for the people of Wales	Quality/ Complaints/ Assurance/ Patient Outcomes Adverse Publicity or Reputation	WAST / EMRTS	<ul style="list-style-type: none"> If the NWJCC failed to commission sufficient ambulance services capacity to respond to the needs of the population of Wales, significant harm, disability or death would occur. The NWJCC have commissioned ambulance services capacity in line with the 2019 ambulance services demand and capacity review. In addition to the 2019 demand and capacity review, the NWJCC and Welsh Government have commissioned additional ambulance service capacity, to respond to the changing demands for ambulance services. It is recognised though, that the level of commissioned ambulance resources are not being fully utilised due to ambulance handover delays and therefore presents a higher scoring risk, under the risk of capacity utilisation. 	<ul style="list-style-type: none"> Increase the number of patients managed at Step 2 of the ambulance commissioning framework Investment in additional ambulance service capacity by pass through of 2024/25 uplift Completion of 2024 Demand and Capacity review - findings being considered as part of 2025/26 IMTP plan development Assessment of implications of Manchester Arena Inquiry submission by the ambulance service being undertaken The Ministerial Advisory Group report into NHS Wales Performance and Productivity (Recommendation 13) recommends urgent action should be taken to reduce ambulance handover delays at emergency departments by implementing a national improvement programme, supported by real-time data, operational standards, and accountability mechanisms. JCC are working collaboratively to support implementation of this recommendation including taking a lead on the development of a performance dashboard. Establishment of the clinically led National Improvement Delivery Group on 1st July 2025 to reduce ambulance handover delays of which the JCC is an active participant Number of lost hours due to handover delays reduced in September 2025 to circa 11,500 hours which is an improving trend. <p>Update for November 2025 - Ambulance & 111 Commissioning Team have reviewed risk rating of 15 current, with target 10 remains unchanged. NWJCC Strategic review findings outcomes early 2026 and understanding of the impact of the Phase 2 ambulance performance framework changed due to go live in December 2025, will inform further work in this area related to the re-assessment of demand and capacity requirements moving forward. Further progress on reduction of handover delays to 2018/19 commissioned levels will support a reduction in this risk.</p>	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	15	10	10	10	↔	Sep-24	Nov-2025
84	Financial breakeven 2025/26	If...the NWJCC overspends against the agreed Annual Foundation Plan 2025/26 Then...the Health Boards will have to include the relevant amounts in their own financial reporting Resulting in...unexpected overspends/restriction of JCC/HB services to patients/breaching HB statutory financial requirements. If this happens there is a risk that the JCC financial position will have a detrimental impact on individual Health Board financial positions leading to potential reputational damage to the JCC.	Director of Finance & Value	Finance & Value	Maximise Value: through our expertise and advice, determine where resources are best focussed and prioritised to inform choices that support the improvement of patient outcomes and commission appropriate services where value is demonstrated	Financial Stability & Impact of Litigation	N/A	<ul style="list-style-type: none"> Financial performance monitored and reported to LHBS on a monthly basis providing key variance analysis in a timely manner to allow LHBS to make their own financial provisions or to take mediating actions to manage their demand. New business partner arrangements with monthly directorate team meetings Internal budget management regime updated in tandem with the scheme of delegation. Bi-monthly CCLG and collaborative commissioning group meetings. Bi-monthly Joint Committee meetings to discuss key variances from plan, formulate plans to manage demand where possible and to provide LHBS with sufficient information and financial forecasts to be able to make their own financial provisions in advance. 	<ul style="list-style-type: none"> Continuation of discussion with Welsh Government and Health Boards SLT prioritising the work plan aligned to the risk based foundational plan and strategic priorities. <p>Update for November 2025 - The NWJCC financial position for 2025-2026 reported at Month 7 remains as a forecast year end overspend position of £7.7m. The risk remains unchanged.</p>	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	15	9	9	9	↔	Apr-25	Nov-2025
											3	5	3	3			

Organisational Risk Register (Risks Graded 15 and Above) - August 2025

Risk Ref	Risk Title	Risk Description	Strategic Risk Owner	Commissioning Team / Directorate	JCC Strategic Objective	CTM Risk Domain	Provider/s	Controls in place	Action Plan	Assuring Committees / Sub-Committees	Rating (current) (C x L)	Rating (Target) (C x L)	Trend	Risk Opened	Last Reviewed	
87 NCC059	Neurosurgery Acute Therapy MDT	<p>If...there are insufficient commissioned resource for the acute therapy MDT on the acute neuroscience pathway at the UHW</p> <p>Then...there is a risk of delay and inequity of acute therapy service provision for neuroscience patients on the acute neuroscience pathway at the Neurosurgery Service at the University Hospital of Wales (UHW) due to the limited capacity of the commissioned therapy MDT</p> <p>Resulting in...the service being unable to provide a safe, equitable and sustainable rehabilitation service for these patients</p>	Director of Commissioning for Specialised Services	Neurosciences	Ensure quality: with a commissioning approach that is fostered in a quality management system, provide quality outcome, evidence based service specifications for commissioned services and monitor delivery against these	Safety & Well-being - Patients/ Staff/ Public Quality/ Complaints/ Assurance/ Patient Outcomes	CVUHB	<ul style="list-style-type: none"> Continue to monitor the position at the quarterly Neurosciences Performance Meeting. Acute Neurosurgery therapies was approved in the ICP 24/25. 	<ul style="list-style-type: none"> CIAG proposal submitted in Aug 2023 – the highest scoring scheme included in the ICP 24/25 – require approval and sign off of ICP 24/25 - Q4 24/25 Commissioning team to clarify if the funding release can proceed in 25/26 which will be dependent on the ICP for 26/27. <p>Update for November 2025 - The Neurosciences Commissioning Team has reviewed the risk which remains unchanged.</p>	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	20	4	↔	Jul-25	Nov-2025	
											5	4	2	2		

New Risks Added (Risks Graded 15 and Above) - August 2025

JCC RISK REGISTER FOR NEW RISKS >15													
Datix ID	Risk Title	Risk Description	Strategic Risk owner	Commissioning Team / Directorate	JCC Strategic Objective	CTM Risk Domain	Provider(s)	Controls in place	Action Plan	Assuring Committees / Sub-Committees	Rating (current) C x L	Rating (Target) C x L	Month Added
94	Increased Medicines Costs	<p>If...Medicine costs increase by a predicted 30% plus inflation due to geo-political pressures and inflation</p> <p>Then...the JCC's expenditure could increase by circa £39m</p> <p>Resulting in...significant financial pressures for the organisation which will impact on our ability to achieve financial targets and/or savings. Additionally this will impact on our ability to deliver our Foundational Plan or future IMTP plans</p>	Medical Director	Medical Directorate	Maximise value – through our expertise and advice, determine where resources are best focussed and prioritised to inform choices that support the improvement of patient outcomes and commission appropriate services where value is demonstrated	Financial Stability & Impact of Litigation	All	<ul style="list-style-type: none"> Whilst we do not have any control over the organisations responsible for this risk, financial mitigations could be put in place within our commissioning plans for the future. 	<ul style="list-style-type: none"> Make representations and lobby key stakeholders - ABPI, Welsh Government Review all medicines commissioned to ensure they all remain appropriate for JCC commissioning 	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	15 (C3 x L5)	TBC	Nov-26

De-Escalated Risks (Risks Graded 15 and Above) - August 2025

JCC RISK REGISTER FOR DE-ESCALATED RISKS >15													
Datix ID	Risk Title	Risk Description	Strategic Risk owner	Strategic Objective	CTM Risk Domain	Controls in place	Action Plan	Assuring Committees	Rating (current)	Rating (Target)	Month De-escalated	De-escalation Rationale	
28 CS3/ CD01	Business Continuity	<p>If...JCC staff are unable to deliver core business whilst implementing the transition plan to form the new JCC</p> <p>Then...this will have an impact on the ability to deliver core business on delivery of the integrated commissioning plan and/or the actions to implement new systems and processes</p> <p>Resulting in... the workforce being under pressure and affecting morale; a negative impact on the reputation of the JCC and failure to deliver all of our plans and transition to the new operating model.</p>	Director of Corporate Planning & Strategy	Facilitate Integration: through effective engagement and collaboration, provide the key mechanism to support regional and national integration for commissioning services for the people of Wales	Service/ business interruption	<ul style="list-style-type: none"> A Transition Director has been appointed to lead the work to implement the new operating model for the JCC. The Transition Plan has been agreed with the SLT to ensure realistic timescales are set for implementation. The overarching governance framework for the JCC is complete. As part of the establishment of the JCC, the staffing structure for the JCC team will be reviewed following the appointment of the JCC Directors in June/July to ensure we have the right people in the right teams to fulfil our commissioning responsibilities. Any risks or gaps will be identified and mitigations developed – either by identifying work that will be de-prioritised, with agreement of the JCC where necessary, or by ensuring the right resources are in place by increasing the Direct Running Costs (subject to JCC approval). Any new areas of work coming into the JCC remit will be fully scoped to identify the resource implications for the JCC team, with the resource identified explicitly before the new responsibilities are accepted and endorsed. Close working with CTM as the host body in respect of timely recruitment of staff where vacancies arise, or new posts are established should minimise gaps in the core JCC team. Prioritised recruitment plan in place. Re-aligning existing resources to key priorities focussed on delivering the annual foundation plan 25/26. 	<ul style="list-style-type: none"> The Director of Transition and Transformation is leading work to develop the directorate structures to support the new operating model for the JCC - COMPLETE A vacancy scrutiny panel has been established to review the organisational finances and workforce structures - COMPLETE Following the announcement that the interim Chief Commissioner has attained a new role with SBUHB and left in October 2024, the process to recruit a substantive replacement commenced with plans in place to identify interim leadership arrangements - COMPLETE Interim cover arrangements are planned for the Director of Commissioning (Specialised Services) and Director of Planning & Performance whilst substantive appointments are made/commence - COMPLETE Delivery of the Foundation Plan is being monitored and risk assessed given the capacity and resource constraints in the JCC. With support from our member CEOs, opportunities are being explored with CTM (host) and HEIW to secure additional short term capacity through secondments and training/development placements. 	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	8 (Reduced from 16)	4	Oct-25	<p>Update for October 2025 -</p> <ul style="list-style-type: none"> 6 posts (5%) remain in the recruitment process following OCP. Normal turnover rate is currently 6%. Corporate Induction session for Assistant and Deputy Directors took place early October 2025 to support collective awareness and meet the SLT. Session was opened to existing staff at that level to promote networking and collaboration. Delivery of JCC 2025/2026 Foundation Plan is closely monitored by SLT and reported through PPF Sub-Committee and Joint Committee through with plan adjustments being made accordingly to strengthen delivery confidence. Decision to reduce the likelihood score to 2, reducing the overall score to 8. 	
3 CB03	South Wales Plastic Surgery Service	<p>If...SBUHB as the sole provider of plastic surgery services for the south Wales Health Boards' populations, continues to be unable to sustainably meet the Welsh Government key performance indicator for elective care and reduce its backlog</p> <p>Then...there will be a risk that patients in south Wales will experience long waits in breach of the national target</p> <p>Resulting in...a commissioned service that does not meet national standards and:</p> <ul style="list-style-type: none"> inequity in access to treatment compared to patients in North Wales and the need to consider re-commissioning of services to meet required standards and performance 	Director of Commissioning for Specialised Services	Improve equity and population health: ensure that people are able to access the right service when they need it wherever they are, wherever they live	Quality/ Complaints/ Assurance/ Patient Outcomes Adverse Publicity or Reputation	<ul style="list-style-type: none"> The service is in JCC escalation level 2 due to the waiting times performance position. A delivery plan to maintain the Welsh Government target through 2025/26 is in place SBUHB has received additional planned care funding to maintain achievement of the 104wk waiting time target through the 2nd quarter 2025/26 (planned care funding is released by Welsh Government on a quarter by quarter basis). 	<ul style="list-style-type: none"> To monitor progress against the plastic surgery delivery plan for quarter 3 via monthly commissioner assurance meetings with SBUHB – next escalation meeting 08/12/2025. Re-benchmark efficiency – in progress. Request comprehensive demand and capacity plan. REQUESTED 	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	12 (Reduced from 15)	9	Nov-2025	<p>Update for November 2025 - The health board has confirmed that the 104wks maximum waiting time target for treatment continues to be met and is on track to be met for the remainder of the quarter. However, this position will not be sustainable without additional funding above baseline in 25/26. Planned care funding has been made available for quarter 3; quarter 4 funding will be applied for in November/December. Planned care funding has been secured in order to meet the revised WG target of having no patients waiting >26 weeks for a first outpatient appointment by the end of March 2026. Additional clinics are planned in order to achieve this target. The C&B Commissioning team reviewed the risk and agreed to reduce the score to 12 as targets are currently being met. However, additional funding above baseline is required in quarter 4 to maintain the target.</p>	
90	JCC Organisational Development through Effective Strategic Workforce Planning	<p>If...Strategic workforce planning is not undertaken to help identify and create the right workforce and the right ways of working to deliver the organisational strategic objectives.</p> <p>Then...there will be an inability to establish effective ways of working, capabilities and organisational culture to align priorities and execution of key plans</p> <p>Resulting...in a lack of recruitment and retention of workforce with the right skills to meet evolving organisational priorities.</p>	Director of Corporate Planning and Strategy	Maximise Value: through our expertise and advice, determine where resources are best focussed and prioritised to inform choices that support the improvement of patient outcomes and commission appropriate services where value is demonstrated	Staff / Health Wellbeing/ Organisational Resilience	<ul style="list-style-type: none"> Currently receive ad hoc OD support from our host CTMUHB Prioritised recruitment plan in place 	<ul style="list-style-type: none"> Ongoing phased recruitment drive Development for Senior Manager Orientation - October 2025 Development Sessions for Line Managers December 2025 Scoping of Secondment opportunity across CTMUHB to address skills gap October 2025 Organisational training needs analysis and skills mapping - November 2025 Working with CTMUHB (Host) to identify OD resources and development of a comprehensive OD plan Line Manger Developmental Session is ongoing. A leadership series is being created to develop of competency and confidence is being developed with CTMUHB colleagues. ESR Training is being promoted as part of data assurance as well as Welsh Language recruitment training to ensure TRAC Welsh Lanaguage Standard compliance. 	<ul style="list-style-type: none"> Joint Commissioning Committee Planning, Performance & Finance Sub-Committee Senior Leadership Team CTMUHB Audit & Risk Committee 	12 (Reduced from 16)	8	Nov-2025	<p>Update for November 2025 - The OCP is now complete and all key posts recruited to. Capacity and capability in the JCC has therefore strengthened and roles are filled to support delivery of the accountabilities and responsibilities of all members of the JCC SLT. The Director of Corporate Planning & Strategy is working with CTM OD to develop a comprehensive OD Programme for the JCC. The plan will form part of the JCC's IMTP 2026/29 and be based on development of capability, values and behaviours across the organisation.</p>	