

The 3 Corporate (Level 1) IJB risks used for mapping

“Strategic Directions and Intent IJB” (Risk Id 252)

Failure to deliver the strategic direction and intent set out within the Strategic Commissioning Plan

“National H&W Outcomes IJB” (Risk Id 117)

Failure to make progress against nine National Health and Wellbeing Outcomes

“Strategic Commissioning Plan IJB” (Risk Id 116)

Lack of sustainability of resource to meet needs set out in Strategic Commissioning Plan

High level Operational Risks linked to IJB Risks

Using the Operational/Tactical registers, each risk was assigned to the **closest matching** IJB corporate risk (based on text similarity across Ref/Title/Categories).

Counts mapped to each IJB corporate risk (whole dataset):

- **National H&W Outcomes IJB:** 153 operational/tactical risks
- **Strategic Directions and Intent IJB:** 103 operational/tactical risks
- **Strategic Commissioning Plan IJB:** 63 operational/tactical risks

Note: Many operational risks are broad and don't explicitly reference “commissioning plan” language, so a proportion of mappings are naturally “weaker” matches (the workbook flags these so you can quickly quality-check).

Breakdown by Directorate

Below are the highest-volume directorates (counts of operational/tactical risks mapped to each corporate IJB risk

Directorate	National H&W Outcomes IJB	Strategic Directions and Intent IJB	Strategic Commissioning Plan IJB	Total
Acute and Diagnostics	45	29	9	83
Information Management and Technology	5	22	25	52
Health Services	25	5	3	33
Family and Support Services	13	8	4	25
Public Health Directorate	21	2	1	24
Community Health and Social Care	8	7	4	19
Mental Health, Learning Disability, Psychology	9	7	3	19
NMAHP Directorate	11	2	3	16
Corporate Services	5	6	2	13
Finance Directorate	2	1	8	11
Workforce Directorate	5	4	1	10

Key findings (Directorate × IJB Corporate Risk mapping)

1) Overall distribution is weighted toward National H&W Outcomes

Across the full operational/tactical dataset (**319 risks total**), the largest share maps to **National H&W Outcomes IJB (153)**, followed by **Strategic Directions and Intent IJB (103)**, then **Strategic Commissioning Plan IJB (63)**.

What this suggests (at a system level): most operational/tactical risks are being framed as delivery/performance/outcomes risks, rather than resource sustainability or strategic commissioning-specific issues.

2) A small number of directorates account for a large proportion of mapped risks

The highest-volume directorates (by total mapped risks) are:

- **Acute and Diagnostics – 83** (45 Outcomes / 29 Strategic Directions / 9 Commissioning Plan)
- **Information Management & Technology (IM&T) – 52** (5 Outcomes / 22 Strategic Directions / 25 Commissioning Plan)
- **Health Services – 33** (25 Outcomes / 5 Strategic Directions / 3 Commissioning Plan)
- **Family and Support Services – 25** (13 Outcomes / 8 Strategic Directions / 4 Commissioning Plan)
- **Public Health Directorate – 24** (21 Outcomes / 2 Strategic Directions / 1 Commissioning Plan)

Implication: these areas are the main drivers of the operational/tactical risk picture when rolled up to IJB corporate risks.