

**NHS SCARBOROUGH AND RYEDALE CCG - BUSINESS IMPACT ANALYSIS**  
**MINIMUM RESOURCES REQUIRED TO ACHIEVE RECOVERY PRIORITY**

FUNCTION		EFFECT ON DELIVERY				RECOVERY PRIORITY			PEOPLE			PREMISES		PROCESSES													
Please identify your Directorate and Team Name		Please list the key functions you/your team performs for the CCG. Please list in priority order. Do not list everything you do, just the key functions				Please identify the impact on the CCG/to service users if the function was disrupted or stopped for the periods identified below				What do you consider to be the maximum tolerable period of disruption for this function			What people and skills are required to deliver this function?			What premises requirements are needed to deliver this function?		What equipment is required to deliver this function?									
Team	Process/Function	Lead Individual	Location from which process is delivered	Postcode	Up to 24 Hours	24-48 hours	Up to 1 Week	Up to 2 weeks	Maximum Tolerable Period of Disruption (MTPO)	Recovery Time Objective (RTO)	Category (1, 2, 3)	Key Staff	Skills Required	Minimum Staffing Needed	Buildings	Facilities	Telephony/Fax Requirements	IT Hardware	IT Software	Documentation/Records	Reciprocal arrangements	Contractors	Suppliers	Reputation	Financial & legal considerations	Vulnerable groups	
																											The Recovery Time Objective might be as little as a few hours
Quality and Performance	Service Improvement		Town Hall, York House, King Street, Scarborough/ remote working possible	YO11 1ND	Inability to respond as category 2 responder	Inability to respond as category 2 responder	Inability to respond as category 2 responder	Inability to respond as category 2 responder	Less than 1 day	0.5 days	1. Critical - resume within 24 hours	Head of Planning & Assurance On Call Director/Manager of the Week	Full knowledge for CCGs responsibilities as outlined in Civil Contingencies Act 2004 & NHS Commissioning Board EPRR Framework. Full knowledge of CCG BCM response plans and procedures. Full knowledge of CB Area Team Incident Response planning arrangements. Full knowledge of on call arrangements	As appropriate to nature and scope of the incident	remote/home working possible		Director on call pager/mobile phone	laptop	Microsoft Office	CCG BCM Plan, CB Area Team Incident Response Plan, On call Pack - available via Urgent Care Calendar	Sovereign House/Health House as well as potential scope to use other agencies Silver Command bases	Embed	Embed	Significant reputation risks loss of confidence by all stakeholders	Civil Contingencies Act 2004, Health & Social Care Act 2012	The quality and safety of patient care who may have varying degrees of vulnerability may be impacted upon if continuity of services is not maintained.	
Quality and Performance	Quality		Town Hall, York House, King Street, Scarborough	YO11 1ND	Only if coincides with date of submission	Potential negative feedback from NHSE of coincides with date of submission	Inability to make accurate returns to NHSE, affect their ability to monitor CCG activities	Inability to make accurate returns to NHSE, affect their ability to monitor CCG activities	1 - 2 days	48 hours	2. Essential - Resume within 24 hours	Embed BI, Quality & Assurance team	Understanding of NHS Data model and ability to collate data	1	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office (including Excel Power Pivot), Ventris, SQL	Access to shared drive, access to NHSNet	Dataflows from providers	Embed	Embed	NHS England, Area Team	Statutory Returns	Indirectly could lose funding for vulnerable groups.	
Quality and Performance	Performance		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Inability to actively manage provider contract performance, potentially leading to performance issues. Depending on timing of the disruption to support Director of Quality & Performance/ACS for any statutory returns might be affected.	1 - 2 weeks	Up to a week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Embed BI, Quality & Assurance team	Understanding of core expectations & contract standards for the quality & safety elements within contracts. Analysis of activity reports from the providers	1 + ACS support	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office Microsoft Outlook	Access to shared drive, access to NHSNet	Dataflows from providers	Embed	Embed	Key providers of healthcare in SWCCG NHS England, Area Team	Affects CCG ability to monitor provider contracts and therefore the CCG financial position	n/a	
Quality and Performance	Quality		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	Up to a week	3. Routine - Resume as soon as practical (ideally 2 weeks)	CCG Admin Team	Understanding of process, aims and objectives of the system. Ability to synthesise issues, theme and report back to key participants.	1	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office Microsoft Outlook pdf writer	Access to shared drive, access to NHSNet	None	n/a	n/a	Key providers of healthcare in SWCCG.	None directly	Lack of some analyses may affect specific client groups - depends on timing and ensuing disruption. Probably unlikely.	
Quality and Performance	Safeguarding		Town Hall, York House, King Street, Scarborough	YO11 1ND	Potential risks to patient care and quality	significant risks to patient care and quality	Significant risks to patient care and quality	Significant risks to patient care and quality	1 - 2 days	24 hours	2. Essential - Resume within 24 hours	Director of Quality and Performance	Safeguarding knowledge and experience	1	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office Microsoft Outlook PDF writer	Access to shared drive, access to NHSNet	None	n/a	n/a	NHS England, Patients		significant risks to patient care and quality	
Quality and Performance	Serious Incidents		Town Hall, York House, King Street, Scarborough	YO11 1ND	Potential risks to patient care and quality	significant risks to patient care and quality	Significant risks to patient care and quality	Significant risks to patient care and quality	1 - 2 days	48 hours	2. Essential - Resume within 24 hours	Director of Quality and Performance	Serious incidents process knowledge and experience	1	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office Microsoft Outlook pdf writer	Access to shared drive, access to NHSNet	None	n/a	n/a	NHS England, Patients		significant risks to patient care and quality	
Quality and Performance	Continuing Healthcare Team		PCU, Sovereign House, Kettlesting Lane, Clifton Moor, York	YO30 4GQ	Potential risks to patient care and quality	significant risks to patient care and quality	Significant risks to patient care and quality	Significant risks to patient care and quality	1 - 2 days	48 hours	2. Essential - Resume within 24 hours	Director of Quality and Performance	Continuing Healthcare knowledge and experience	1	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office Microsoft Outlook PDF writer	Access to shared drive, access to NHSNet	None	PCU	PCU	NHS England, Patients		significant risks to patient care and quality	
Quality and Performance	Service Improvement Team		PCU, Sovereign House, Kettlesting Lane, Clifton Moor, York	YO30 4GQ	Potential risks to patient care and quality	Potential risks to patient care and quality	Significant risks to patient care and quality	Significant risks to patient care and quality	1 - 2 days	48 hours	2. Essential - Resume within 24 hours	Director of Quality and Performance	Individual Placement decision-making experience	1	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office Microsoft Outlook PDF writer	Access to shared drive, access to NHSNet	None	PCU	PCU	NHS England, Patients		significant risks to patient care and quality	
Quality and Performance			Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Head of Strategy and Planning	strategy development	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	Embed	Embed	Member practices	NHSE planning requirements	None by a temporary cessation	
Quality and Performance/Contracting			Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	If between November to March could start to have impact on deadlines	1 - 2 weeks	Up to a week	3. Routine - Resume as soon as practical (ideally 2 weeks)	ACS BI Dept	Understanding of NHS Data model and ability to collate data, expertise in forecasting	2 + Data Mgt Team	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office (including Excel Power Pivot), Ventris, SQL Forecasting Tool (currently Gecko)	Access to shared drive, access to NHSNet	Dataflows from providers	Embed	Embed	Providers, NHS England	Timetable for signing contracts with providers	CCG Population if robust contracts not completed	
Quality and Performance			Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact					2. Essential - Resume within 24 hours	Nominated MoW and SMT on call	Knowledge of MoW duties	2	Any from which access to data, shared drives and tools available	Workstation NHSNet access Email access	1 telephone	1 computer	NHS Mail MS Office	Access to NHS Net		n/a	n/a	Providers, NHS England		None by a temporary cessation	
Quality and Performance/contracting	Service Improvement Team		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Inability to meet legally mandated timescales	Inability to meet legally mandated timescales	3-5 working days	3-5 working days	3. Routine - Resume as soon as practical (ideally 5 working days)	Project Manager	Knowledge of Procurement	1-2 + Procurement support	Any from which access to data, shared drives and tools available	Workstation NHSNet access Internet access	1 telephone	1 computer per person	NHS Mail MS Office Access to procurement software (via Web)	Access to NHS Net and Internet	Access to specialist expertise (Contracting, financial etc. may be required to answer bidders questions within mandated timescales	Embed	Embed	Bidders, NHS England, NHS Improvement	Legally mandated timescales within statutory Procurement Rules	Variable, depending on procurement.	
Corporate Services	Governance		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Inability to acknowledge or respond to complaints within service level agreement. Potential for urgent complaints to not be addressed	Inability to acknowledge or respond to complaints within service level agreement. Potential for urgent complaints to not be addressed	1 week	48 hours	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Complaints Mgt	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	SBC deliver this process	SBC deliver this process	Patients/Public	Duty to comply with NHSE guidance relating to complaints management	Complainants requiring immediate action	
Corporate Services	Governance		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	FOI requests may not be responded to within required timeframes.	FOI requests may not be responded to within required timeframes.	1 - 2 weeks	48 hours	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	No specific skills req'd	1	Office base ideally but can be delivered remotely	2 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	SBC deliver this process	SBC deliver this process	Patients/Public	Duty to comply with Freedom of Information Act		
Corporate Services	Governance		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Risks may not be recorded and monitored	Risks may not be recorded and monitored - timely action may not be taken to mitigate risks	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Risk Management	1	Office base ideally but can be delivered remotely	3 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	N/A	N/A				
Corporate Services	Governance		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Potential disruption to meetings schedule	Potential disruption to meetings schedule	1 - 2 weeks	48 hours	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services Admin staff x 1	Minute taking	2	Office base ideally but can be delivered remotely	2 workstation 2 Internet access Email access	1 telephone	2 computers	Microsoft Office	Access to shared drive	None	N/A	N/A	Governing Body and Executive Members. Potential external attendees			
Corporate Services	Governance		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Policy Development	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	On call folder							

Corporate Services	HR/OD	Overseeing the delivery of the HR, corporate governance and information governance functions of the CSU.	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services		1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	eMBED deliver this process	eMBED deliver this process	Patients public Staff	Inability to deliver statutory duties relating to Information Governance		
Corporate Services	Governance	Corporate Health and Safety	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Incidents and Health and Safety may not be monitored - internal to CCG - no external impact	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services		1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive				Compliance with Health and Safety legislation		
Corporate Services	Comms and Engagement	Oversight, Management and Monitoring of communications and Engagement		Town Hall, York House, King Street, Scarborough	YO11 1ND	Unable to communicate with stakeholders if any disruption to service	Unable to communicate with stakeholders if any disruption to service	Unable to communicate with stakeholders of any disruption to service	Unable to communicate with stakeholders of any disruption to service	1 - 2 days	24 hours	1. Critical - resume within 24 hours	Associate Director of Corporate Services	Delivery management	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	SBC deliver this process	SBC deliver this process	Public, patients, partners and stakeholders with whom the CCG engages.	NHSE requirement to engage	None by a temporary cessation
Corporate Services	HR/OD	Organisational Development - liaise with team in eMBED to enable and monitor delivery of SLA		Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Delivery management	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	eMBED deliver this process	ACS deliver this process	CCG executive members and staff	None	None by a temporary cessation
Corporate Services	E&D	Equality and Diversity	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	1 week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Delivery management	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	n/a	n/a	Public and patients	Equality Act 2010	None by a temporary cessation
Corporate Services	Primary Care	QIPPs relating to primary care	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Lack of control of process or monitoring.	2 weeks	2 weeks	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Data analysis, report writing, project planning, ability to liaise with GPs / practices over possibly sensitive issues, knowledge of GMS contract, QOF and Local Enhanced Services	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None			GP Members and Area Team	Requirement to help achieve financial balance	None
Corporate Services	Primary Care	Primary Care activity / quality	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Practices would notice a reduction in service, due to the level of queries that come into primary care directly from them, which are generally answered within 48 hours.	Inability to identify activity levels and necessary change. Ongoing projects could fall behind schedule. Practices with specific primary care queries might not get the answers they need, which could disrupt the continuity of their service - however, patient safety should not be affected by this.	1 month	2 weeks	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Data analysis, report writing, project planning, ability to liaise with GPs / practices over possibly sensitive issues, knowledge of GMS contract, QOF and Local Enhanced Services	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	Embed	Embed	GP Members and Area Team	Requirement to ensure best practice and appropriate use of nhs resources	No vulnerable groups - best practices would likely be minimally affected by service cessation lasting a week or longer.
Corporate Services	Primary Care	Service Redesign - Primary Care Element	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Delay to development of pathways or inability to challenge pathway design	2 weeks	2 weeks	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Pathway design, monitoring, overview of services currently provided and how those services link into the overall CCG Primary Care strategy and other CCG strategies such as QIPP.	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	Embed	Embed	Patient / public	To provide best quality / best value care.	Depends upon the service being redesigned.
Corporate Services	Primary Care	Development of local pathways and establishment of monitoring systems	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Local pathways and monitoring systems not developed or implemented	2 weeks	2 weeks	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Pathway design, monitoring, knowledge of practices (list size, historical activity, special interest GPs, PNAs) and services	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	Embed	Embed, RAIDR, Dr Foster	GP Members and Area Team	Ensure practices comply with NHSE guidance and DES, and local service specifications	None
Corporate Services	Primary Care	Support of Primary Care Contracting	Sally Brown	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Inability to develop services / resolve queries relating to contracts	3 weeks	2 weeks	3. Routine - Resume as soon as practical (ideally 2 weeks)	Associate Director of Corporate Services	Contracting, writing service specifications	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	None	Embed	Embed	Patient / public	Duty to comply with NHSE guidance relating to contracting	None
Finance and Contracting	Finance and Contracting	Authorisation of payments to NHS provider organisations	Vanessa Burns	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Inability to make payments to NHS Providers, affect their cash flow and the CCG BPP target	Inability to make payments to NHS Providers, affect their cash flow and the CCG BPP target	1 - 2 days	48 hours	2. Essential - Resume within 24 48 hours	CFD, DCFD, Head of Contracting, Finance Manager, PCU, SBS	Access to Oracle finance ledger	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Oracle finance ledger system	Access to shared drive	n/a	n/a	n/a	NHS provider organisations	Gov. Better Payment Practice Code	Cash flow for organisations will become an issue
Finance and Contracting	Finance and Contracting	Authorisation of payments to essential suppliers and independent contractors	Vanessa Burns	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Inability to make payments to suppliers, affect their cash flow and the CCG BPP target	Inability to make payments to suppliers, affect their cash flow and the CCG BPP target	1 - 2 days	48 hours	2. Essential - Resume within 24 48 hours	CFD, DCFD, Head of Contracting, Finance Manager, PCU, SBS	Access to Oracle finance ledger	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Oracle finance ledger system	Access to shared drive	n/a	n/a	n/a	Suppliers and independent contractors	Gov. Better Payment Practice Code	Cash flow for organisations will become an issue
Finance and Contracting	Finance and Contracting	Authorisation of payments to non essential suppliers and independent contractors	Vanessa Burns	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	Inability to make payments to suppliers, affect their cash flow and the CCG BPP target	Inability to make payments to suppliers, affect their cash flow and the CCG BPP target	1 - 2 weeks	72 hours	2. Essential - Resume within 24 48 hours	CFD, DCFD, Head of Contracting, Finance Manager, PCU, SBS	Access to Oracle finance ledger	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Oracle finance ledger system	Access to shared drive	n/a	n/a	n/a	Suppliers and independent contractors	Gov. Better Payment Practice Code	Cash flow for organisations will become an issue
Finance and Contracting	Finance and Contracting	Financial - external returns to NHSE, including monthly finance information and financial plan returns etc.	Vanessa Burns	Town Hall, York House, King Street, Scarborough	YO11 1ND	Only if coincides with date of submission	Potential negative feedback from NHSE if coincides with date of submission	Inability to make accurate returns to NHSE, affect their ability to monitor CCG activities	Inability to make accurate returns to NHSE, affect their ability to monitor CCG activities	1 - 2 days	48 hours	2. Essential - Resume within 24 48 hours	CFD, DCFD, Head of Contracting, Finance Manager, PCU	Access to Oracle finance ledger	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Oracle finance ledger system and Microsoft Office	Access to shared drive	n/a	n/a	n/a	NHSE, Area Team	Affect NHSE ability to monitor CCG activities and financial position	n/a
Finance and Contracting	Finance and Contracting	Financial and contract management function including, preparation of finance and contracting reports for CCG Governing Body etc.	Richard Mellor	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	Potential negative feedback from CCG Governing Body members etc.	Inability to provide accurate reports to the CCG Governing Body etc., in a timely way.	Inability to provide accurate reports to the CCG Governing Body etc., affecting the CCG ability to effectively manage the CCG financial resources.	1 - 2 weeks	72 hours	3. Routine - Resume as soon as practical (ideally 2 weeks)	CFD, DCFD, Head of Contracting	Analysis of financial and activity data and report writing skills.	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	n/a	n/a	n/a	NHSE, Area Team	Inability to provide accurate reports to the CCG Governing Body etc., affecting the CCG ability to effectively manage the CCG financial resources.	n/a
Finance and Contracting	Finance and Contracting	Key Provider Contract Management meetings e.g. YFT	Steve Jordan	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	Inability to actively manage provider contract performance, potentially leading to overperformance issues.	1 - 2 weeks	72 hours	3. Routine - Resume as soon as practical (ideally 2 weeks)	CFD, DCFD, Head of Contracting	Analysis of financial and activity reports from the providers.	1	Office base ideally but can be delivered remotely	1 workstation Internet access Email access	1 telephone	1 computer	Microsoft Office	Access to shared drive	n/a	Embed & NECS	n/a	Key providers of healthcare in S&RCCG	Affects CCG ability to monitor provider contracts and therefore the CCG financial position	n/a
Finance and Contracting	Finance and Contracting	Ad hoc performance analyses	Steve Jordan	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	No significant impact	1 - 2 weeks	1-2 weeks	3. Routine - Resume as soon as practical (ideally 2 weeks)	Head of Contracting, BI Department	NHS Data Model, Analytical skills	1 + Data Mgt Team	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office (including Excel Power Pivot), Ventris, SQL	Access to shared drive, access to NHSNet	n/a	Embed & NECS	n/a	Lack of information for CCG work	None directly	Lack of some analyses may affect specific client groups
Finance and Contracting	Finance and Contracting	Planning and Forecasting	Vanessa Burns	Town Hall, York House, King Street, Scarborough	YO11 1ND	No significant impact	No significant impact	No significant impact	If between November to March could start to have impact on deadlines	1 - 2 weeks	Up to a week	3. Routine - Resume as soon as practical (ideally 2 weeks)	Head of Contracting, BI Department	Understanding of NHS Data model and ability to collate data, expertise in forecasting	2 + Data Mgt Team	Any from which access to data, shared drives and tools available	1 workstation NHSNet access Email access	1 telephone	1 computer	Microsoft Office (including Excel Power Pivot), Ventris, SQL Forecasting Tool (currently Gecko)	Access to shared drive, access to NHSNet	n/a	Embed & NECS	n/a	Providers, NHS England	Timetable for signing contracts with providers	CCG Population if robust contracts not completed