



BUSINESS CONTINUITY PLAN

For

The Assist Trust

Business addresses:

**20, 22-24 Colegate, Norwich, NR3 1BQ, Lazar House, 219 Sprowston Road, Norwich, NR3 4HX and
“Heath Gardens” at Hill Farm Allotments, Sprowston Road, Norwich, NR3 4HY**

Purpose and Scope

The Assist Trust maintains business continuity plans that may be activated in the event of a significant business disruption. The charity recognises the importance of being able to continue operations if an incident occurs – such that could affect buildings, operations or systems. The plans are key components in maintaining emergency procedures in these circumstances.

In planning for potential significant business disruptions, Assist has considered a number of outcomes from varying scenarios, including disruption to a single site, to regional or national disruption in more extreme situations. Plans are intended to permit the continuation of key operations as soon as possible and ideally within the same day as the disruption itself.

Detailed responses to critical incidents and crises are set out in the:

Assist Trust Disaster Policy

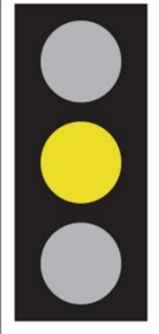
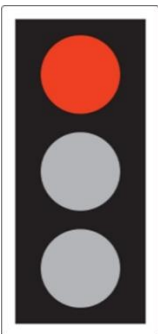

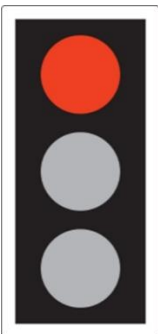
This document should be referred to for guidance at such times as it gives clear step by step guidance in the event of a crisis and details who is responsible for what action.




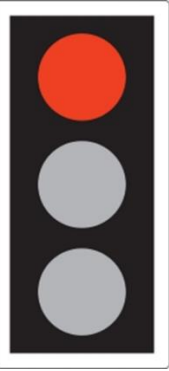
Ongoing response:




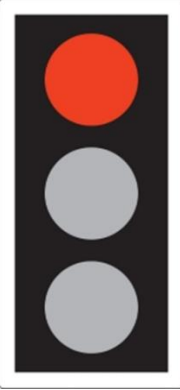
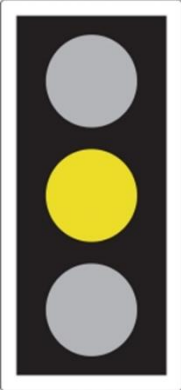
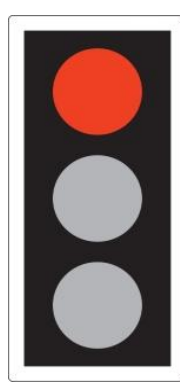
Management team and Trustees to consider situation and organise alternative premises if necessary:



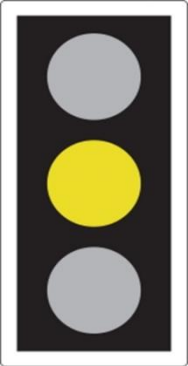
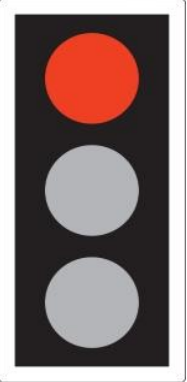
Lazar House = Colegate or Heath Gardens
20 Colegate = 22 Colegate, Lazar House or Heath Gardens
22 Colegate = 20 Colegate, Lazar House or Heath Gardens
Heath Gardens = Lazar House



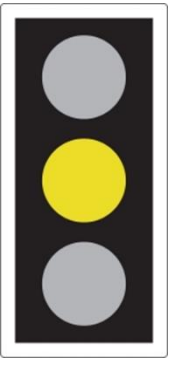
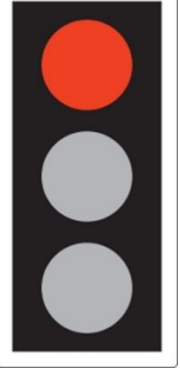
- Management and Trustees to take all actions necessary to restore normal business activity as soon as possible liaising with relevant contractors / suppliers accordingly.
- Insurance cover would cover the cost of alternative premises if own buildings are out of action for some time.

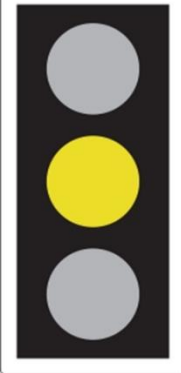
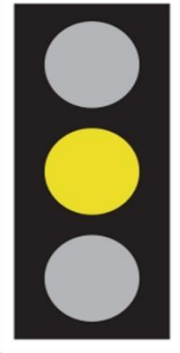
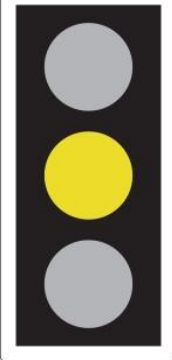

Key theme	Business issue	Likelihood	Impact	Mitigating actions	Lead person	Completion date
		R A G	R A G			
1). Financial problems / serious drop in referral numbers	Potential for provider failure and service closure Tendering process failure			Maintain positive cycle of planning and review in order to avoid crisis point Review finances, including projections, regularly and realistically. Raise concerns early with Board and with commissioners Maintain positive negotiations with NCC commissioners and senior managers	CEO / Head of Services / Board of Trustees	Monthly / quarterly Monthly / quarterly Without delay Ongoing
2). Property issues: a). Fire, flood, etc. b). Repair costs c). Repayment / lease costs	Offices and other buildings-based services at risk of fire damage/fire setting, flooding etc. Costly repairs or lease increases affecting viability of business			Regular maintenance checks and risk assessment by health and safety team Review and/or update maintenance contracts to ensure maintenance checks are carried out routinely Review, update or develop, and then share back up plans if key equipment fails Maintain up-to-date records of suppliers and maintenance numbers, including out of hours Housing Committee maintain ongoing view of lease and repayment levels,	CEO / Trustees / Managers / H&S lead and team	Ongoing checks Schedule / calendar maintained 12 monthly H&S audits Ongoing Ongoing and as



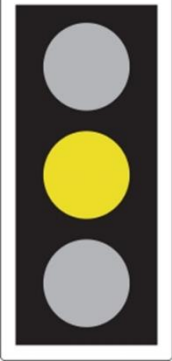


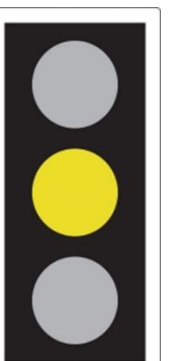
Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
				drawing on appropriate advice at times of change		things change
3) Quality and safeguarding problems	<p>Potential for loss of contracts or income</p> <p>Potential for service closure</p> <p>Potential for reputational damage resulting in loss of staff and income</p> <p>Potential for legal action</p>			<p>Carry out regular internal checks to identify quality issues early.</p> <p>Review internal audit/health check procedures and ensure staff aware of how to report and manage concerns.</p> <p>Review comments and complaints to identify and prevent quality problems from developing.</p> <p>Ensure all staff are involved with positive support, safeguarding and quality standards on a regular basis, checking for understanding to ensure an organisation -wide response.</p>	<p>CEO / Head of Services</p> <p>CEO / Head of Services / H&S team Lead</p> <p>Head of Services / Op Manager</p> <p>Managers</p>	<p>Annual audits</p> <p>Following audit process</p> <p>6 monthly</p> <p>Monthly</p>


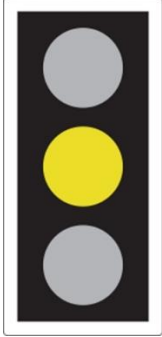
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4). Recruitment and retention	Potential for disruption caused by departure of staff and/or difficulty in recruitment or retention.			Identify critical staffing levels, understand individual staffing restrictions and ensure necessary contact details are in one place. Consider ongoing recruitment drives (see DHSC Every day is different campaign and Skills for Care – Recruitment and retention resources) Monitor trends in recruitment and retention rates. Monitor developments that could impact (e.g. minimum wage changes, alternative employers opening in area, changes in right to work policies). Identify key personnel and ensure succession plans are in place.	CEO / Head of Services CEO / Head of Services / Trustees	
5). Flu and other viral infections	Potential for increased support and healthcare need amongst clients Potential for staff shortages due to illness			Maintain a focus on infection control Communicate clearly with staff and people receiving care Communicate and plan with NCC and other quality assurance and commissioning teams Plan how to manage prolonged staff shortages	CEO / Head of Services Managers	Ongoing Without delay Within 1 day

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	Psychological impact on staff and members			<p>Prioritise care if required</p> <p>Review criteria for prioritising care</p> <p>Identify agencies to supply temporary staff</p> <p>Access Department of Health and Social Care's guidance on responding to flu pandemics, including coronavirus.</p> <p>Review infection control procedures and training.</p>		<p>Immediately</p> <p>As long as crisis continues</p>
7). IT failure	<p>Potential loss of access to care data</p> <p>Potential loss of data on staffing, salaries, suppliers etc</p> <p>Potential NCC failure of contractual portals</p>			<p>Establish alternative access to email and shared data systems</p> <p>Identify essential information required and systems to access it.</p> <p>Review IT security, back-up and recovery arrangements</p> <p>Update records of clients using assistive and digital technology</p> <p>Check IT and assistive technology suppliers have contingency plans in place.</p> <p>Consider Digital Social Care advice</p>	Man.t team / Premier Links	<p>Via Premierlinks</p> <p>IT requirements reviewed annually with Premierlinks</p>

Key theme	Business issue	Likelihood	Impact	Mitigating actions	Lead person	Completion date
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6a) Severe adverse weather – natural phenomenon, lightning strikes, earthquakes, snow and ice	Potential increase in support needs			Snow day procedure Extreme weather policy Closure of buildings if necessary Insurance cover for business interruption costs Staff understand procedure for reporting concerns Staff understand criteria for prioritising care, Prioritise staff time	Mant team	Sept each year
	Potential travel problems for staff resulting in staff shortages					Reviewed according to schedule
6b) Severe heatwave	Potential increase in care needs Potential staff shortages due to health problems Potential impact on IT and other systems			Train staff to identify illness that could be caused by heat, and how to support themselves and clients Services to maintain at least one accessible room below 26 degrees Process for reporting concerns is clear. Review training and procedures to cover severe heatwave.	Man.t team	As required, via handover, team meetings

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8). Utility failure	Potential significant disruption – lack of gas/electricity , potentially affecting safety of building, staff, members and visitors			<p>Discuss back-up arrangements with utility services, including if we are on their Priority Services Register.</p> <p>May need to consider and plan for relocation</p> <p>Back up resources that do not require power e.g. list of emergency and other contacts, mobile phones</p> <p>Review training and procedures for staff to ensure they know: who to call, how to turn off supplies to minimise risk when supplies resume.</p>	CEO / H&S team	See relocation plan above
9). Data sharing, processing and access	<p>Potential for data transfer or access to be interrupted.</p> <p>Potential for data to be corrupted or breached.</p> <p>Cyber attack</p> <p>Ransom attack</p>			<p>Consider Information Commissioner's Office (ICO) advice and actions for data sharing.</p> <p>Consider Digital Social Care advice on cyber security and related issues.</p> <p>Carry out a self-assessment of data protection and cyber security using the Data Security and Protection Toolkit.</p>	CEO / Head of Services / Premierlinks	<p>Cyber security checked via Premierlinks review</p> <p>GDPR training for managers – to cover annual</p>

Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
						assessment following
10). Supply of non-clinical consumables, goods and services	Potential for disruption in supply of specific products or services.			Identify risk areas in relation to essential supplies. Review contracts and engage with suppliers to identify any potential issues. Ensure you know what your escalation routes are if you are experiencing supply disruption, how to contact people, and when to do so. Check with your suppliers to ensure they have plans to manage any disruption to supply.	CEO / Office Manager	As required
11). Supply of other medical products and clinical consumables (disposable or short-life items such as rubber	Potential for disruption in supply of specific products.			Avoid stockpiling. Consider mitigations such as seeking alternative products or suppliers. Monitor stock positions and escalate issues as they arise Ensure you know what your escalation routes are if you are experiencing supply disruption, how to contact people, and when to do so. Check with your supplier. Consider if alternative products may be available.	CEO / Office Manager	As required ✓

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gloves and PPE)						Identify an alternative local supplier who might be able to step in in the event of shortages.		
12). Major local incident (e.g. terrorist attack, civil disturbance, industrial accident)	Major disruption to service (e.g. staff unable to travel, utilities restricted, need to evacuate)					<p>Hold scenario planning training with staff to ensure guidance in place (e.g. 'mark as safe' processes, evacuation procedures, roles and responsibilities in an emergency, emergency contacts, communications plans with staff, clients, public, press etc).</p> <p>Create/update major incident procedures.</p> <p>Liaise with local authority</p>	CEO	

Checklist for business continuity plans	
Action	Tick box
Plan clearly states who is responsible for taking action and by when.	✓
Plan includes mitigating actions that can be carried out in advance to minimise likelihood of, or limit the impact of, problems.	✓
Key information required for continuity of care and the business is available in more than one way or location.	✓

Plan clearly identifies actions to be taken if problems arise.	✓
Risk assessment has been carried out to identify risk areas in relation to supplies. The procurement of key items such as incontinence products, syringe drivers, PEG feeding tubes and catheters has been identified.	N/A
It has been agreed where the plan will be stored, in what format and how it will be accessed.	✓
Plan includes contact details for key suppliers, alternative suppliers, as well as maintenance services.	✓
Plan includes contact details for key commissioners including local authorities, the Care Quality Commission, local health services, and the local health resilience partnership, including, where relevant, out-of-hours contact details.	✓
There is provision in the plan to record (and budget) for any extra costs resulting from situations outlined in the plan.	✓
Plan states where the Care Quality Commission and other regulators, such as the Charity Commission, need to be informed.	✓
In an emergency, it's important to keep a record of actions and decisions, and to debrief afterwards.	✓

ASSIST TRUST Contacts

Boiler Service – MLC Mechanical Service – 01362 680000, Emergency 07836341120, 07770224658, 07836646557

Building exterior – NPS: For Lazar: nonhousing@norwich.gov.uk. For Colegate: paulstannard@norwich.gov.uk General repairs 01603 989654
emergency out of hours 01603 412180

Cleaning Company – GCC Daniel Smith 020 8642 0054 option 1

Assist Trust Business Continuity updated January 2026

Drain Clearing – Nick: 07899 892262 01603 740412 (Drain Solutions)

Drinks/vending machine - Tim: 01603 850787 / 07879062316 – Supplies [Gemma 07808128530](tel:07808128530)

EDF: 0800 7838838

Electrical – Mick 07920 046432 mickrhaney@mail.com

Fire alarms/emergency lighting – Sonata Security: 01603 778910

Fire Extinguishers: Ace Fire (Tom): 01603 787333

Gutter cleaning - Gutter Force (Charlotte): 01508 490999

Handyman/builder: Andy Lain – 07876 556373 or andyrlain@gmail.com

Housing Office: 01603 764047

Metal Containers – Anglo Scottish: 01328 856266

Plumbing/heating - PJ Plumbing: 01603 415800 / 07900 224518

Wise Plumbers 07789965574

Thermal Heating and Plumbing Ltd. Krystle is our contact: 07557024628

Police (thefts, vandalism etc.) 101

Power cut: UK Power Networks: 105 / 0800 31 63 105 / 0800 028 4581 (priority registered)

Theresa Muddel hyspek-maintenance@hotmail.co.uk – 07787 888477

Vehicle Insurance - ERS – (Vehicle Breakdown Assistance) 0800 587 8872 / 01277 720778 (policy No 50694532)

Assist Trust Business Continuity updated January 2026

Vehicles:

Black Ford Van – Busseys General: 01603 253144 Busseys Service & MOT: 01603 253180

NCC / Commissioner contacts:

Anna Fairhurst: 01603 679486 anna.fairhurst@norfolk.gov.uk

DayServiceResource@norfolk.gov.uk

Signed and Authorised by:

Name:

Role:

Date:

Name:

Role:

Date: