



# **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**


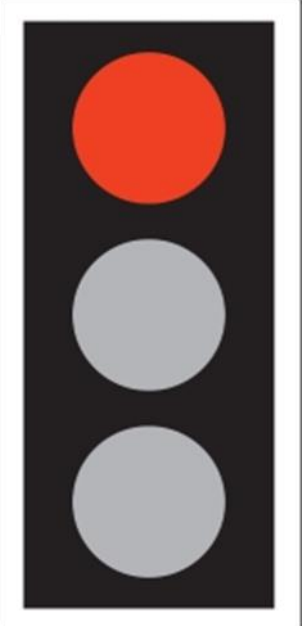
This document should be referred to for guidance at such times as it gives clear step by step guidance in the event of a crisis and details who is responsible for what action.

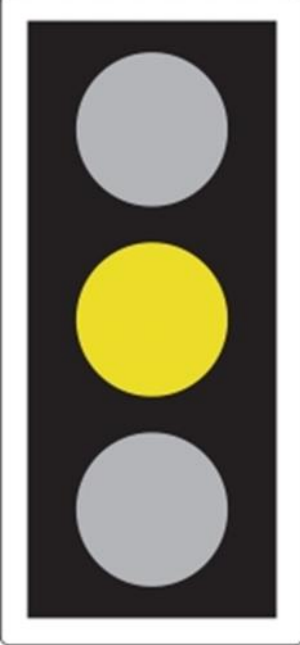
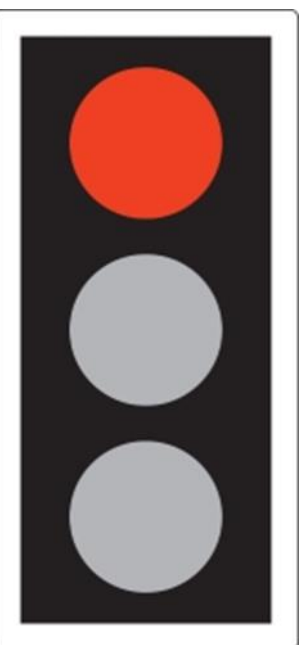
**Ongoing response:**

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

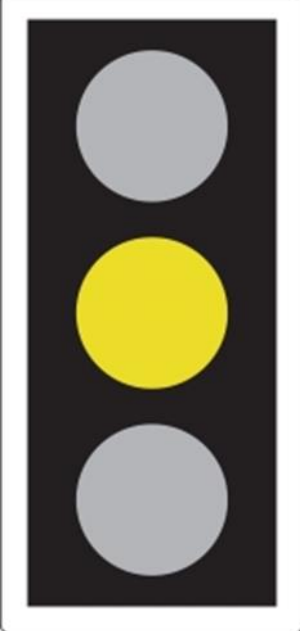
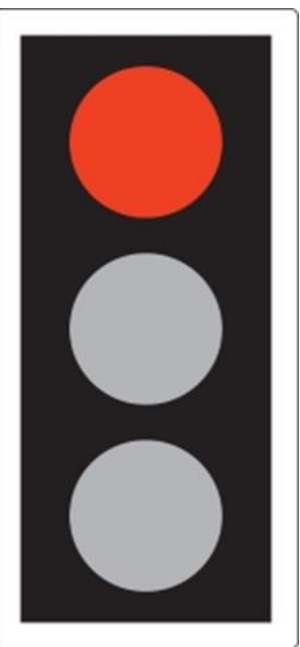
- Lazar House = Colegate or Heath Gardens
- 20 Colegate = 22 Colegate, Lazar House or Heath Gardens
- 22 Colegate = 20 Colegate, Lazar House or Heath Gardens
- Heath Gardens = Lazar House



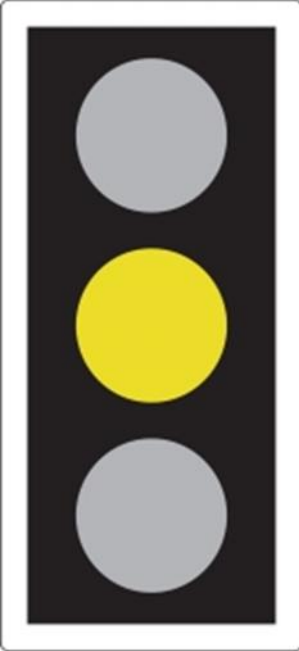
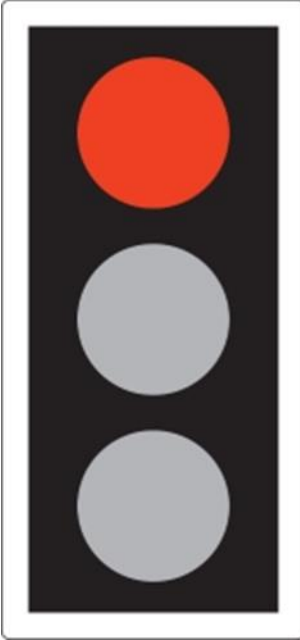
- Management and Trustees to take all actions necessary to restore normal business activity as soon as possible liaising with relevant contractors / suppliers accordingly.
- Insurance cover would cover the cost of alternative premises if own buildings are out of action for some time.

Key theme	Business issue	Likelihood <b>R A G</b>	Impact <b>R A G</b>	Mitigating actions	Lead person	Completion date
<b>1). Financial problems</b>	Potential for provider failure and service closure  Tendering process failure			<ul style="list-style-type: none"> <li>Review finances, including projections, regularly and realistically.</li> <li>Raise concerns early with Board and with commissioners</li> <li>Identify resources and processes for service closure and transfer of clients.</li> </ul>	CEO / Board of Trustees	Monthly / quarterly  Without delay  Within 1 week of notice

Key theme	Business issue	Likelihood <b>R A G</b>	Impact <b>R A G</b>	Mitigating actions	Lead person	Completion date
<b>2) Quality and safeguarding problems</b>	<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>			<ul style="list-style-type: none"> <li>Carry out regular internal checks to identify quality issues early.</li> <li>Review internal audit/health check procedures and ensure staff aware of how to report and manage concerns.</li> <li>Ensure process for seeking early support is clear (e.g. from commissioner, external consultant etc.).</li> </ul>	<p>CEO / Head of Services</p> <p>CEO / H&amp;S team lead</p>	<p>6 monthly audits</p> <p>Following audit process</p> <p>During audit process</p>

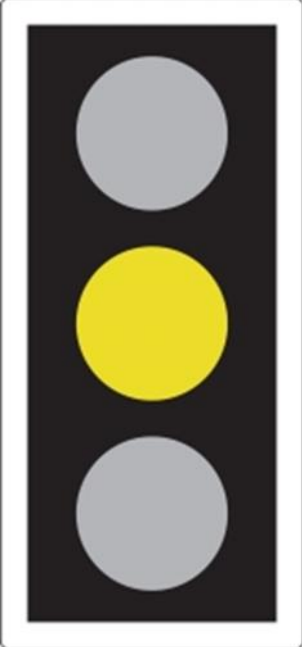
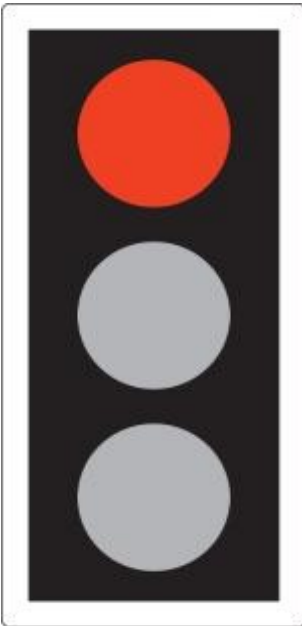
Key theme	Business issue	Likelihood R A G	Impact R A G	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>• Review comments and complaints to identify and prevent quality problems from developing.</li> <li>• Develop open relationship with quality assurance inspector.</li> <li>• Develop clear and open process for responding to member or carers concerns in a managed and sensitive way.</li> </ul>		

Key theme	Business issue	Likelihood <b>R A G</b>	Impact <b>R A G</b>	Mitigating actions	Lead person	Completion date
<b>3). Building and equipment problems</b>	Offices and other buildings-based services at risk of fire damage/fire setting, flooding etc.			<ul style="list-style-type: none"> <li>• Regular maintenance checks and risk assessment by health and safety team</li> <li>• Review and/or update maintenance contracts to ensure maintenance checks are carried out routinely</li> <li>• Review, update or develop, and then share back up plans if key equipment fails</li> <li>• Sign up for flood warnings</li> </ul>	CEO H&S lead and team	Ongoing checks  Schedule / calendar maintained  6 monthly H&S audits  Ongoing



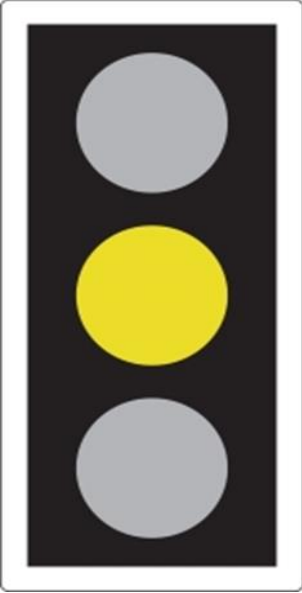
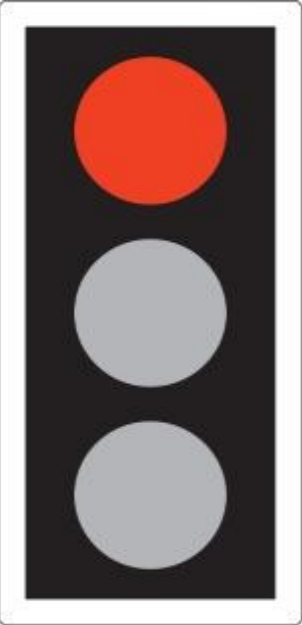
Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>Maintain up-to-date records of suppliers and maintenance numbers, including out of hours</li> </ul>		
<p><b>4). Recruitment and retention</b></p>	<p>Potential for disruption caused by departure of staff and/or difficulty in recruitment or retention.</p>			<ul style="list-style-type: none"> <li>Identify critical staffing levels, understand individual staffing restrictions and ensure necessary contact details are in one place.</li> </ul> <p>Consider ongoing recruitment drives (see <a href="#">DHSC Every day is different campaign</a> and <a href="#">Skills for Care – Recruitment and retention resources</a>)</p>	<p>CEO / Head of Services</p>	



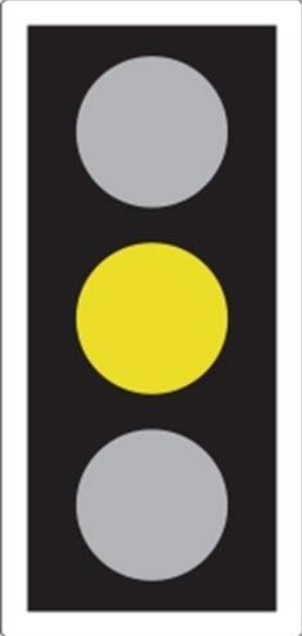
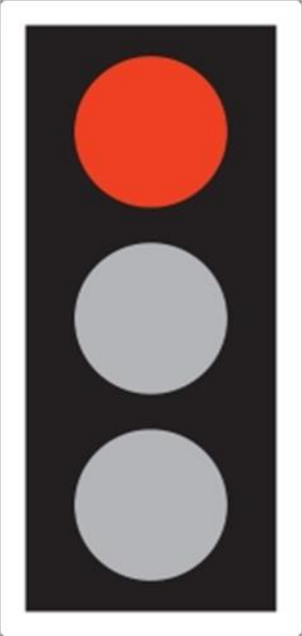
Key theme	Business issue	Likelihood R A G	Impact R A G	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>• Monitor trends in recruitment and retention rates.</li> <li>• Monitor developments that could impact (e.g. minimum wage changes, alternative employers opening in area, changes in right to work policies).</li> <li>• Identify key personnel and ensure succession plans are in place.</li> </ul>	CEO / Head of Services / Trustees	



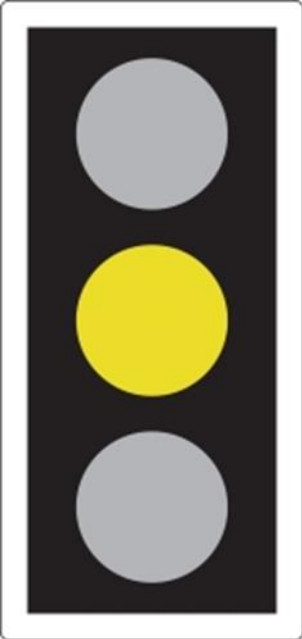
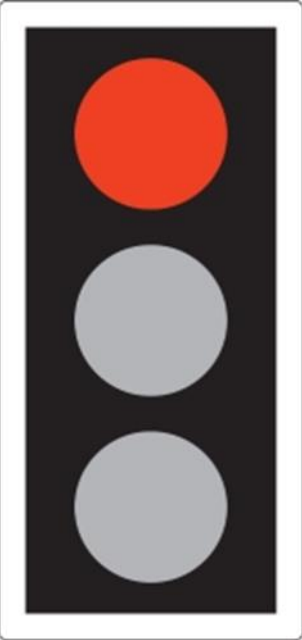




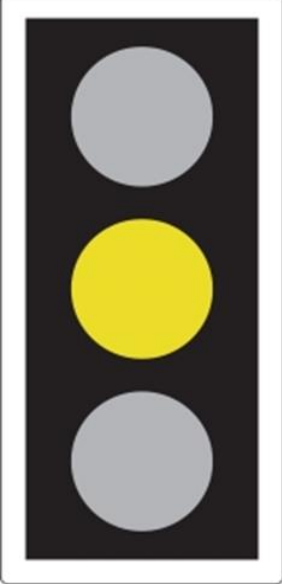
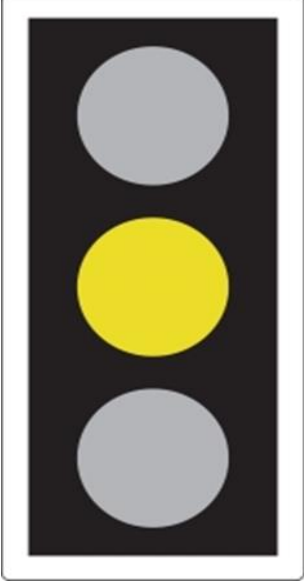
Key theme	Business issue	Likelihood <b>R A G</b>	Impact <b>R A G</b>	Mitigating actions	Lead person	Completion date
<b>5). Flu and other viral infections</b>	<p>Potential for increased support and healthcare need amongst clients</p> <p>Potential for staff shortages due to illness</p> <p>Psychological impact on staff and members</p>			<ul style="list-style-type: none"> <li>• Maintain a focus on infection control</li> <li>• Communicate clearly with staff and people receiving care</li> <li>• Communicate and plan with NCC and other quality assurance and commissioning teams</li> <li>• Plan how to manage prolonged staff shortages</li> <li>• Prioritise care if required</li> <li>• Review criteria for prioritising care</li> </ul>	<p>CEO / Head of Services Managers</p>	<p>Ongoing</p> <p>Without delay</p> <p>Within 1 day</p> <p>Immediately</p> <p>As long as crisis continues</p>



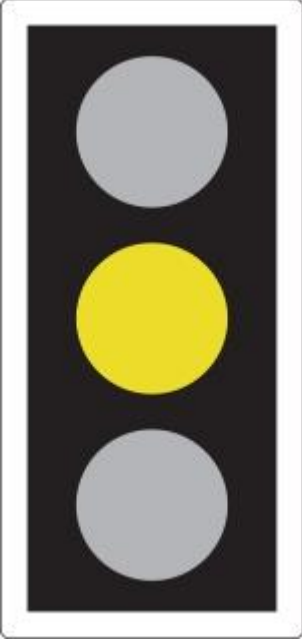

Key theme	Business issue	Likelihood R A G	Impact R A G	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>Identify agencies to supply temporary staff</li> <li>Access Department of Health and Social Care's guidance on responding to flu pandemics, including <a href="#">coronavirus</a>.</li> <li>Review infection control procedures and training.</li> </ul>		

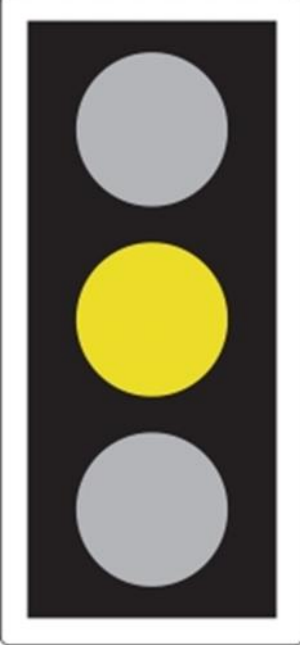
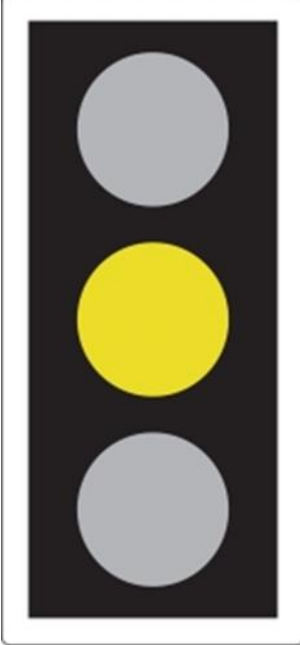
Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
7). IT failure	<p>Potential loss of access to care data</p> <p>Potential loss of data on staffing, salaries, suppliers etc</p> <p>Potential NCC failure of contractual portals</p>			<ul style="list-style-type: none"> <li>• Establish alternative access to email and shared data systems</li> <li>• Identify essential information required and systems to access it.</li> <li>• Review IT security, back-up and recovery arrangements</li> <li>• Update records of clients using assistive and digital technology</li> <li>• Check IT and assistive technology suppliers have contingency plans in place.</li> </ul>	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
				<ul style="list-style-type: none"> <li>Consider <a href="#">Digital Social Care</a> advice</li> </ul>		
<p><b>6a) Severe adverse weather – natural phenomenon , lightning strikes, earthquakes, snow and ice</b></p>	<p>Potential increase in support needs</p> <p>Potential travel problems for staff resulting in staff shortages</p>			<ul style="list-style-type: none"> <li>Snow day procedure</li> <li>Extreme weather policy</li> <li>Closure of buildings if necessary</li> <li>Insurance cover for business interruption costs</li> <li>Staff understand procedure for reporting concerns</li> <li>Staff understand criteria for prioritising care,</li> </ul>	<p>Mant team</p>	<p>Sept each year</p> <p>Reviewed according to schedule</p> <p>Reviewed annually</p> <p>Via handover / training days</p>



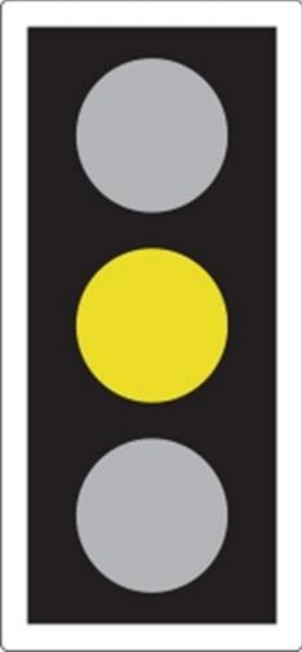
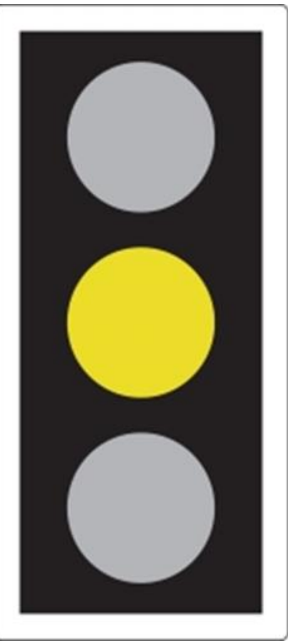
Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>• Prioritise staff time</li> </ul>		
<b>6b) Severe heatwave</b>	<p>Potential increase in care needs</p> <p>Potential staff shortages due to health problems</p> <p>Potential impact on IT and other systems</p>			<ul style="list-style-type: none"> <li>• Train staff to identify illness that could be caused by heat, and how to support themselves and clients</li> <li>• Services to maintain at least one accessible room below 26 degrees</li> <li>• Process for reporting concerns is clear.</li> <li>• Review training and procedures to cover severe heatwave.</li> </ul>	<p>Man.t team</p>	<p>As required, via handover, team meetings</p>

Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
<p><b>8). Utility failure</b></p>	<p>Potential significant disruption – lack of gas/electricity, potentially affecting safety of building, staff, members and visitors</p>			<ul style="list-style-type: none"> <li>• Discuss back-up arrangements with utility services, including if we are on their Priority Services Register.</li> <li>• May need to consider and plan for relocation</li> <li>• Back up resources that do not require power e.g. list of emergency and other contacts, mobile phones</li> <li>• Review training and procedures for staff to ensure they know: who to call, how to turn off supplies to minimise risk</li> </ul>	<p>CEO / H&amp;S team</p>	<p>See relocation plan above</p>

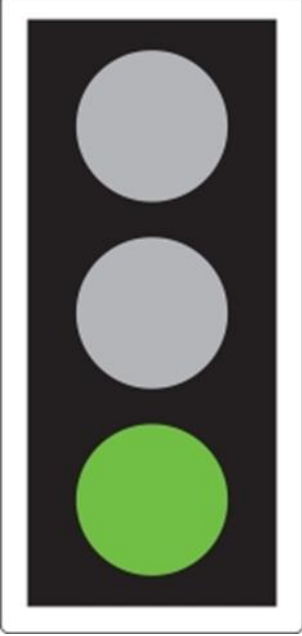
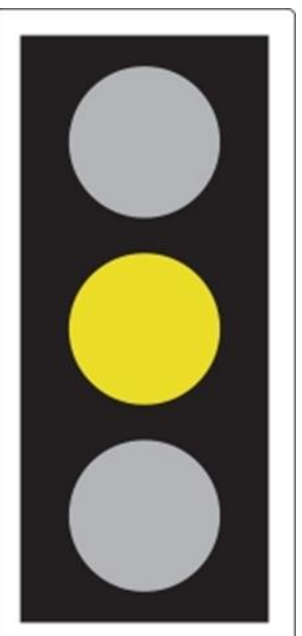
Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
				when supplies resume.		
<p><b>9). Data sharing, processing and access</b></p>	<p>Potential for data transfer or access to be interrupted.</p> <p>Potential for data to be corrupted or breached.</p> <p>Cyber attack</p> <p>Ransom attack</p>			<ul style="list-style-type: none"> <li>Consider <a href="#">Information Commissioner's Office (ICO)</a> advice and actions for data sharing.</li> <li>Consider <a href="#">Digital Social Care</a> advice on cyber security and related issues.</li> <li>Carry out a self-assessment of data protection and cyber security using the <a href="#">Data Security and Protection Toolkit</a>.</li> </ul>	<p>CEO / Head of Services / Premierlinks</p>	<p>Cyber security checked via Premierlinks review</p> <p>GDPR training for managers – to cover annual assessment following</p>

Key theme	Business issue	Likelihood <b>R A G</b>	Impact <b>R A G</b>	Mitigating actions	Lead person	Completion date
<b>10). Supply of non-clinical consumables , goods and services</b>	Potential for disruption in supply of specific products or services.			<ul style="list-style-type: none"> <li>• Identify risk areas in relation to essential supplies.</li> <li>• Review contracts and engage with suppliers to identify any potential issues.</li> <li>• Ensure you know what your escalation routes are if you are experiencing supply disruption, how to contact people, and when to do so.</li> </ul>	CEO / Office Manager	As required



Key theme	Business issue	Likelihood 	Impact 	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>• Check with your suppliers to ensure they have plans to manage any disruption to supply.</li> </ul>		
<p><b>11). Supply of other medical products and clinical consumables</b> (disposable or short-life items such as rubber gloves and PPE)</p>	<p>Potential for disruption in supply of specific products.</p>			<ul style="list-style-type: none"> <li>• Avoid stockpiling.</li> <li>• Consider mitigations such as seeking alternative products or suppliers.</li> <li>• Monitor stock positions and escalate issues as they arise</li> </ul>	<p>CEO / Office Manager</p>	<p>As required✓</p>

Key theme	Business issue	Likelihood R A G	Impact R A G	Mitigating actions	Lead person	Completion date
				<ul style="list-style-type: none"> <li>• Ensure you know what your escalation routes are if you are experiencing supply disruption, how to contact people, and when to do so.</li> <li>• Check with your supplier.</li> <li>• Consider if alternative products may be available.</li> <li>• Identify an alternative local supplier who might be able to step in in the event of shortages.</li> </ul>		

Key theme	Business issue	Likelihood <b>R A G</b>	Impact <b>R A G</b>	Mitigating actions	Lead person	Completion date
<p><b>12). Major local incident (e.g. terrorist attack, civil disturbance, industrial accident)</b></p>	<p>Major disruption to service (e.g. staff unable to travel, utilities restricted, need to evacuate)</p>			<ul style="list-style-type: none"> <li>• 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).</li> <li>• Create/update major incident procedures.</li> <li>• Liaise with local authority</li> </ul>	<p>CEO</p>	

<b>Checklist for business continuity plans</b>	
<b>Action</b>	<b>Tick box</b>
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.	✓
<b>In an emergency, it's important to keep a record of actions and decisions, and to debrief afterwards.</b>	✓

## ASSIST TRUST Contacts

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

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

Cleaning Company – GCC Daniel Smith 020 8642 0054 option 1

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

Drinks/vending machine - Tim: 01603 850787 / 07879062316 – Supplies Gemma 07808128530

EDF: 0800 7838838

Electrical – Mick 07920 046432 [mickrhaney@mail.com](mailto: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](mailto: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

Assist Trust Business Continuity updated February 2025

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](mailto:hyspek-maintenance@hotmail.co.uk) – 07787 888477

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

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](mailto:anna.fairhurst@norfolk.gov.uk)

DayServiceResource@norfolk.gov.uk



**Signed and Authorised by:**

Name:

Role:

Date:

Name:

Role:

Date: