



Contingency and Emergency Plan – Version 3: April 2026

1 Introduction

1.1 This Contingency and Emergency Plan (CEP) is based on simple templates provided by reputable websites (Smartsheet, Simpllicable and Templatelab). It sets out the actions that Transom Trust (TT) need to take in situations where TT:

- suffers loss of:
 - Finances – a medium level risk/threat;
 - Trustees, Staff and/or Volunteers – a medium level risk/threat;
 - Property – a low level risk/threat;
 - IT functions – a medium level risk/threat;
- needs to continue operations in emergency situations – ie: Covid & severe weather (high level risks/threats).

Benefits of the CEP

1.2 The benefits of the CEP is that TT can:

- respond to the immediate crisis, stay solvent and maintain near-normal operations;
- reduce the emotional stress and panic that can occur when dealing with a crisis;
- enable the TT team to quickly turn its focus to taking action to deal with the emergency and resulting loss in a challenging and dynamic situation.

2 Contingency and Emergency Team (CET)

2.1 When first being faced with considering whether to action this CEP, TT will appoint a CET. Subject to their availability based on the emergency occurring, the CET will comprise: the Trustees; and the Housing Manager and Operations Manager (as staff members). **Annex A** sets out the key responsibilities of the CET.

Green Pastures

2.2 As Green Pastures own the properties that TT lease and manage to provide supported housing, the CET would also need to co-opt onto their team, the South-East Partnership Manager from Green Pastures: <https://www.greenpastures.net/>.

3 Dealing with Loss

Finances

3.1 In the event of loss of finances, TT will aim to:

- continue – where possible - to operate under its [TT Financial Management and Accounting policy](#);
- use the resources at its disposal, including the **£35K** in its 3-months' reserves;

- consider and, if agreed, access funds from:
 - Green Pastures;
 - TT's Insurance company;
 - short-term bank loans;
 - and fund raising activities. For example from funding bids from other charities; and individual donations and gifts to an Emergency Fund.

- consider and action agreed cost-cutting measures including reducing:
 - staffing in line with employment law requirements;
 - rent payments to Green Pastures and the owners of 20a Elphinstone Avenue, by way of a rent holiday;
 - and other operational expenditure. For example: reducing the properties it leases and manages, and the residents it supports. This will require liaison and negotiation with: Green Pastures and the owners of 20a Elphinstone Avenue re: properties and residents; Hastings Borough Council (Housing Options) and Rother District Council (Housing Solutions) re: residents who would require re-housing;

- as a last resort, decide to cease operations and bring an end TT as a Charitable Incorporated organisation whose voting members are the TT Trustees.

Trustees, Staff and/or Volunteers

3.2 In the event of loss of Trustees, Staff and/or Volunteers, TT will aim to:

- continue to recruit additional Trustees and pastoral support team volunteers in advance of the need to action this CEP (using [TT Recruitment process](#));
- co-opt on to the CET, the South-East Partnership Manager from Green Pastures (and any additional expertise from Green Pastures as required);
- recruit new staff to replace the loss of the Housing Manager and Operations Manager using [TT Recruitment process](#); or train up existing Trustees or pastoral support team volunteers into those two roles;
- fit its operations around reduced human resources. For example:
 - returning to pre-November 2020 operations when it did not have an Operations Manager in place;
 - allocating one pastoral support volunteer to two residents and halving the amount of contact time with, and support for, each resident.

Property

3.3 In the event of loss of any property - owned by Green Pastures or the owners of 20a Elphinstone Avenue – which TT leases and manages (for example due to fire or other extensive damage), TT will aim to:

- urgently work with Hastings Borough Council, Rother Council, and other local housing-related agencies (eg: YMCA) to find alternative accommodation for its residents;
- continue to support its residents taking into account the limitations and provisions set out in the rest of this CEP;
- work with Green Pastures, **the owners of 20a Elphinstone Avenue**, and Insurers to:
 - if possible, repair the property and restore them as a safe and suitable home for its residents;
 - or secure alternative properties that TT can lease and manage for supported accommodation.

IT functions

3.4 In the event of loss of IT functions (for example, loss of Office desktop), TT will continue to be able to safely access and use its secure data and files on any device by:

- securely backing-up all data and files on One Drive (a password protected account);
- accessing and using the Contact and Support documents for its residents via the TT's password protected Google Drive account;
- using TT's password protected Microsoft Office 365 account - which is renewed annually – to access e-mails and full Office functionality. E-mails can also be accessed via Outlook on the web.

4 Emergency situations due to Covid and severe weather

Covid and other pandemic outbreaks

- 4.1 In the event of Covid and other pandemic outbreaks, TT will continue to adhere to the legal requirements and guidelines prescribed by Government. Based on these requirements and guidelines, Green Pastures will also continue to issue guidance on the working practices that their Charity Partners need to adopt as a result of Covid and other pandemic outbreaks.
- 4.2 Charities such as TT can continue their charitable purposes and provision ensuring that Government requirements and guidelines are adhered to, and ensuring that the health and safety of TT staff, volunteers and residents is safeguarded. For TT, this means that contact with residents may be limited to phone contact, or in-person contact out of doors.

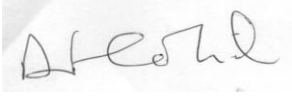
Severe weather

- 4.3 In the event of severe weather which adversely affects TT operations (for example, heavy snow or unusual storms), TT will continue to:
- where visits to properties are not safe or viable, contact and support its residents via regular phone calls to ensure they are safe and have the provisions they need;
 - work with other local support agencies (for example, Seaview) to meet any resident needs, which TT cannot meet at that time;
 - meet in-person with its residents as soon as the emergency is over and it is safe to do so.

The Trustees will review the policy every 2 years.

Approved by the Trustees on: 02/04/2026

Signature (on behalf of Sue Worthing, Chair of Trustees):

A handwritten signature in black ink, appearing to read 'Sue Worthing', is written on a light-colored background.

Next review date: 02/04/2028

Contingency and Emergency Team – Key responsibilities

Overall

- To protect staff, volunteers and residents and information assets until normal business operations are resumed.
- To ensure that a viable capability exists to respond to an incident.
- To manage all response, resumption, recovery, and restoration activities. See the Phases below.
- To support, and communicate on all the Phases with: TT staff, volunteers and residents; Green Pastures; and local authorities and local support agencies.
- To accomplish rapid and efficient resumption of time-sensitive operations, technology, and support areas.
- To ensure regulatory requirements are satisfied.
- To exercise resumption and recovery expenditure decisions.

Response Phase

- To establish an immediate and controlled response to the emergency.
- To assess the impact of the emergency on TT incident operations and services, making reasonable assumptions, and devising and progressing workable plans as required.
- To identify and communicate information as needed.
- To identify the facts, and manage the impact of the emergency, to make informed decisions on subsequent resumption and recovery activity.

Resumption Phase

- To establish and organise a management control centre for the resumption phase.
- To mobilise and activate the support necessary to facilitate and support the resumption process.
- To notify and appraise the time-sensitive operations of TT staff and volunteers
- To alert: TT staff, volunteers and residents; Green Pastures; and local authorities and local support agencies – of resumption operations.

Recovery Phase

- To prepare and implement procedures necessary to facilitate and support the recovery of time-sensitive operations.
- To co-ordinate recovery operations with: TT staff, volunteers and residents; Green Pastures; and local authorities and local support agencies.

Restoration Phase

- To prepare procedures necessary to facilitate the relocation and migration of operations to the new or repaired facilities.
- To implement procedures necessary to mobilise operations, support and relocation or migration.
- To manage the relocation/migration effort as well as notify: TT staff, volunteers and residents; Green Pastures; and local authorities and local support agencies.