

CRISIS MANAGEMENT/BUSINESS CONTINUITY

1. PURPOSE

- 1.1 To set out Motability's principles of business continuity to ensure that a set of cost effective plans is in place for restoring customer and support services, following a temporary disruption or major emergency.
- 1.2 To ensure that responsibilities for business continuity are clearly defined and supported by a control framework which can be easily referred to by all staff.

2. SCOPE

- 2.1 Directors and Managers with specific responsibility for implementing business continuity plans and all other staff who are required to act in support of those plans.

3. POLICY STATEMENT

- 3.1 Motability recognises that business continuity is fundamental to achieving its service to customers. Therefore, it is business policy that, in addition to robust operating processes to meet this requirement in normal day to day operations, there must be a coherent set of continuity plans to deal with any significant service disruption.
- 3.2 To achieve this policy, Motability will ensure that:
 - 3.2.1 Arrangements are in place for the effective planning, development and review of this business continuity policy.
 - 3.2.2 Appropriate systems are developed and maintained for the effective communication of business continuity incidents throughout the organisation.
 - 3.2.3 Necessary information and training are provided to ensure that employees and temporary staff are able to participate effectively in business continuity procedures.
 - 3.2.4 Necessary resources in the form of finance, equipment and personnel are provided to ensure that the risks faced by Motability in ensuring continuity of customer service are either minimised or dealt with cost effectively.
 - 3.2.5 Business continuity planning is fully integrated into the risk management and decision making process.
 - 3.2.6 Business continuity plans are regularly tested and evaluated.
 - 3.2.7 All business continuity incidents are reported and logged and the effectiveness of continuity plans assessed in the light of actual results.
 - 3.2.8 Business continuity and risk management are an integral part of each Manager's responsibilities, and performance will be monitored.
 - 3.2.9 Regular liaison takes place with other users of Motability premises to jointly review and update business continuity plans, to ensure a seamless response to incidents.

4. CONTROL FRAMEWORK

- 4.1 This policy represents an overview, with the progressive detail addressed within the following framework: -

Level 1 – Business Continuity Policy

Level 2 – Business Continuity Plan

A Business Continuity Plan sets out such resources, structures, actions, tasks and data required to manage the business recovery process in the event of an interruption, as well as recovery priorities and timescales. It will stipulate who is responsible for invoking the arrangements and contact details for those to be informed or involved. It is important to note that plans will be generic as it is not possible to cover every eventuality.

Level 3 – Incident Response Plans

- 4.2 When an incident occurs, its impact is reviewed and appropriate arrangements invoked. As an example, all common utility incidents are dealt with in Level 3 documentation, which provides for a series of necessary actions and escalations, dependent upon the severity of the impact and the expected time for service restoration.
- 4.3 The Building Services/Health & Safety Manager is responsible for the escalation procedures contained within the Incident Response Plans and the Business Continuity Plan.
- 4.4 At the highest level, the Crisis Management Team (CMT) comprises a core team of directors and incident specialists. In a crisis, the CMT would be supported by external incident management teams at Motability Operations, r2m and the Department for Work and Pensions (DWP).
- 4.5 A regular test of the IT Disaster Recovery Plan takes place to ensure that key system users can operate effectively from the third party disaster recovery site.
- 4.6 Reports on any significant business continuity incident and the effectiveness of continuity plans will be made to the Audit Committee.
- 4.7 At all stages, the most appropriate level of communication to Governors, staff, customers, Scheme Partners, the DWP and other appropriate external agencies will be considered in conjunction with the Communications team.

5. RESPONSIBILITIES

5.1 Crisis Management Team (CMT)

5.1.1 Review and approval of changes to the Business Continuity Policy.

5.1.2 Final decision-making body in respect of actions necessary to protect staff and ensure continuity plans are actioned following escalation by a director and/or the Building Services/Health & Safety Manager:

- Building closure/sending staff home

- Transfer of key staff to the off-site disaster recovery centre
- Communication to Governors and Scheme Partners
- Allocating additional cost and resources

5.1.3 Ensure the organisational structure is appropriate to manage business continuity risks.

5.1.4 Arrange for independent audits of the business continuity plans and capabilities.

5.2 Building Services/Health & Safety Manager

5.2.1 Review and approval of changes to the Business Continuity Plan and Incident Plans.

5.2.2 Monitor incidents as they occur and addressing the potential impact on the organisation.

5.2.3 Provide regular communications to those affected on the progress in addressing an incident and potential risks.

5.2.4 Escalate to the CMT any incident where major decisions need to be made and/or resources committed.

5.2.5 Co-ordinate Incident Specialists' recommendations for actions to be taken.

5.3 Incident Specialists

5.3.1 Review and regularly update Incident Plans to reflect changes in contacts with suppliers and support services and also Local Authority emergency planning teams.

5.3.2 Notify the Building Services/Health & Safety Manager of incidents and the initial assessment of major or minor impact on the organisation.

5.3.3 Ensure that staff are adequately instructed and informed.

5.3.4 Undertake regular tests on systems and processes whose failure could lead to a business continuity incident.

5.4 Staff

5.4.1 Report to their Manager any situations which may lead to business interruption or impact on the delivery of customer service.

5.4.2 Comply with management requests and instructions following assessment of the seriousness of any particular incident.