SCHEDULE 17: MOBILISATION REQUIREMENTS

1. The Supplier shall comply with:

   1.1 the Contract Mobilisation and Transition Plan set out at Appendix 1 to this Schedule; and

   1.2 the Business Continuity Plan set out at Appendix 2 to this Schedule.

2. Without prejudice to the generality of paragraph 1:

   2.1 The Supplier's mobilisation team shall attend mobilisation/transition meetings chaired by the Company as will be scheduled by the Company and notified to the Supplier; and

   2.2 The Parties shall hold a daily conference call at a set time. The Supplier shall participate in this call and provide daily verbal updates.

3. In the event that the Supplier considers that there is likely to be a delay in carrying out any of the activities contained within the Contract Mobilisation and Transition Plan, it shall immediately notify the Company and provide its proposals to the Company for review and approval as to how it will mitigate the impacts of any such delay. The Supplier will thereafter comply with any such proposals as approved by the Company. Any failure by the Supplier to comply with this obligation shall be dealt with in accordance with Schedule 12 (Supplier Performance).

4. In the event that the Company considers at any time that there is likely to be a delay in carrying out any of the activities contained within the Contract Mobilisation and Transition Plan it may ask the Supplier to identify the reasons for such delay and immediately provide its proposals to the Company for review and approval as to how it will mitigate the impacts of any such delay. The Supplier will thereafter company with any such proposals as approved by the Company. Any failure by the Supplier to comply with this obligation shall be dealt with in accordance with Schedule 12 (Supplier Performance).

5. Within six (6) weeks of the Contract Commencement Date or such other period as the Parties acting reasonably may agree, the Supplier shall submit in such final details as the Company's Representative may reasonably require, method statements setting out:

   5.1 the Supplier's arrangements for providing the Services; and

   5.2 details of the equipment, and other resources that the Supplier proposes to use in the delivery of the Services.

6. The Supplier shall, no later than four (4) weeks before the Services Commencement Date, submit to the Company's Representative a list of the names of those issued or to be issued with passes or entry permits, and any other information which the Company's Representative may reasonably require in connection with the issue of passes or entry permits. Without prejudice to the generality of the above, the Supplier shall at all times:

   6.1 establish and maintain a statutory aspects inspection and compliance schedule and register; and

   6.2 ensure it understands and applies the Company's permit to work system.

Appendix 1: Contract Mobilisation and Transition Plan

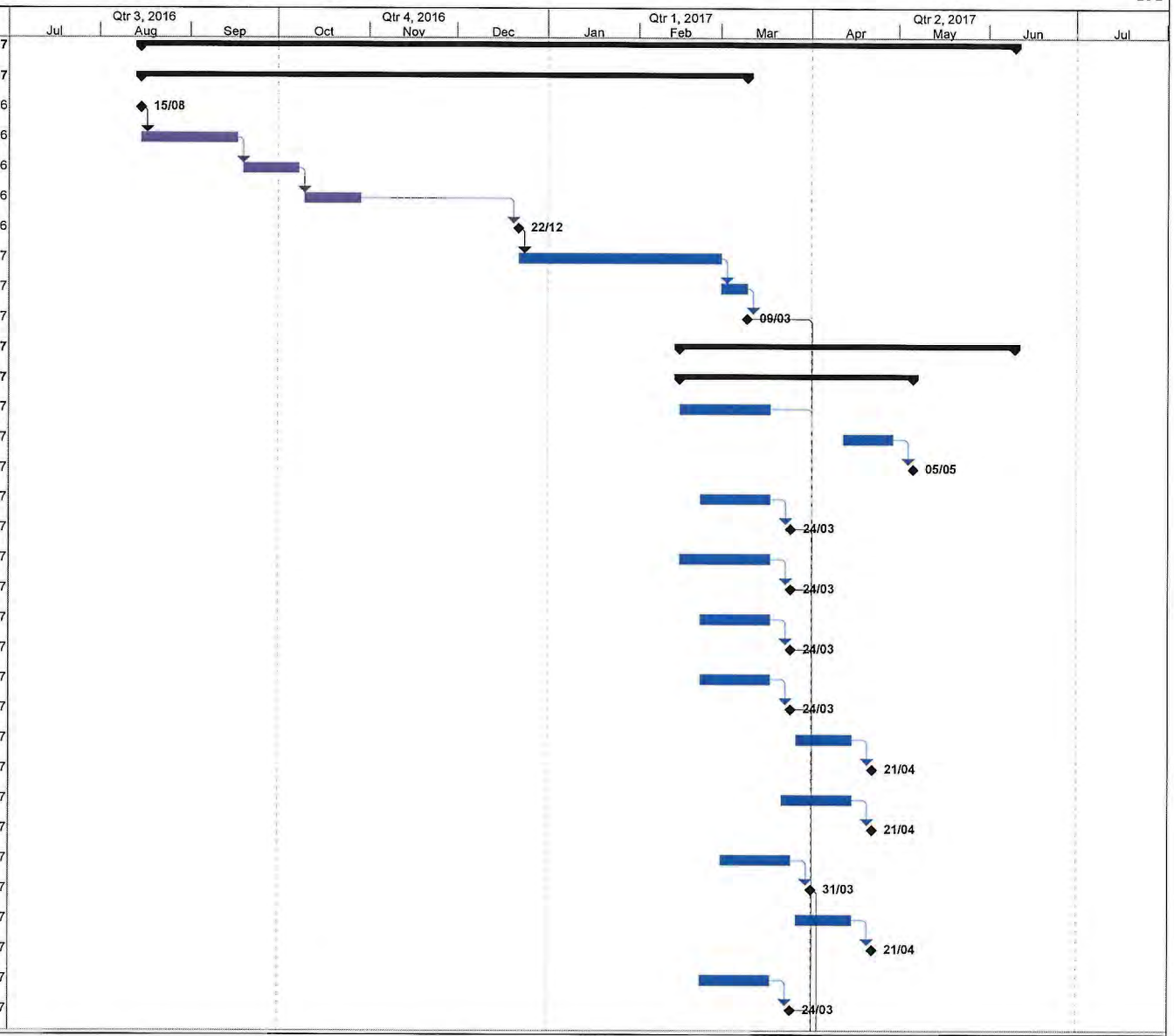
Projects/021473-00082/JVR/SMJT

Skanska

LOT 1 Mobilisation Programme

LUL

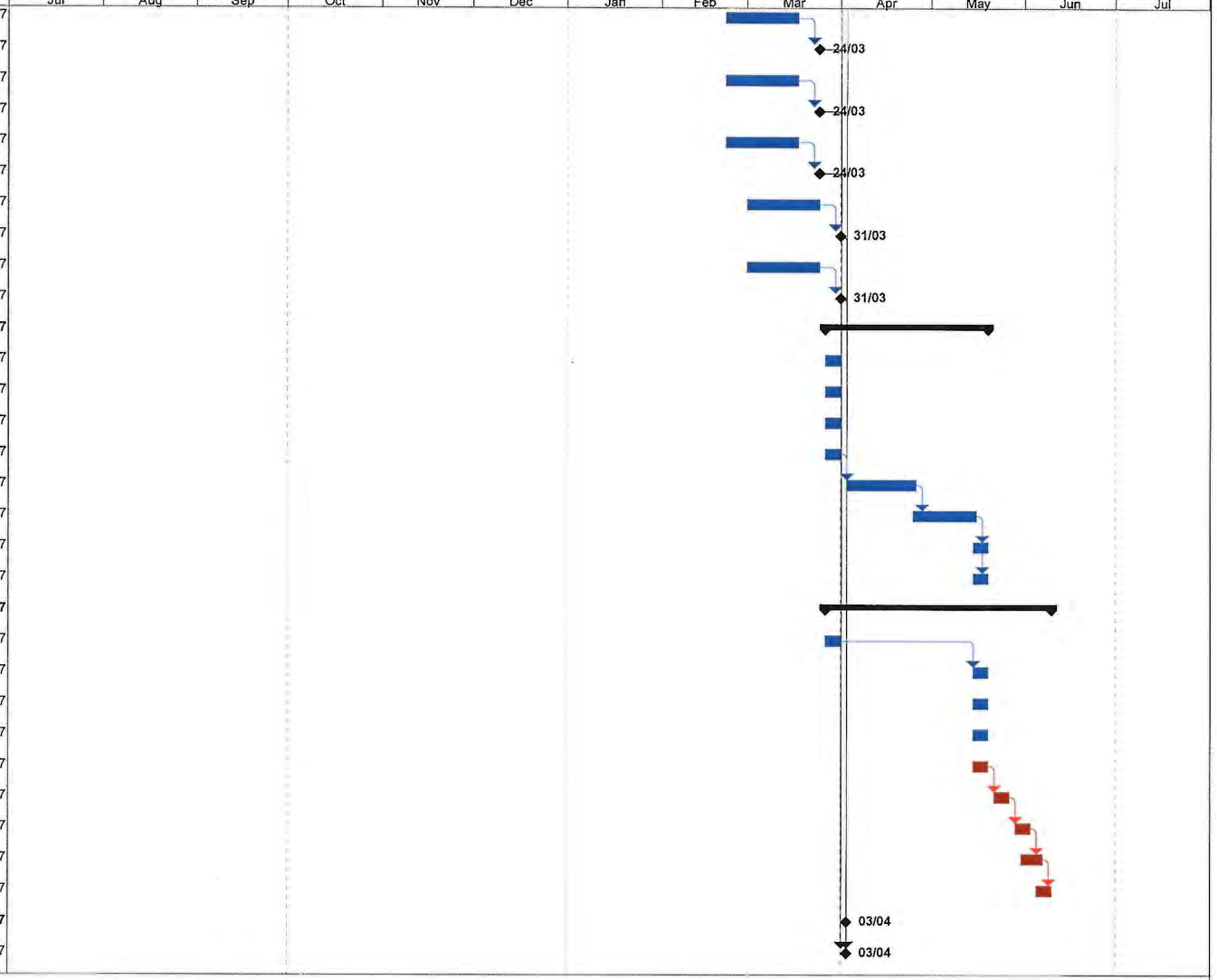
ID	Task Name	Duration	Start	Finish
1	**LOT 1 Mobilisation Programme Skanska - LUL**	**209 days**	**Mon 15/08/16**	**Fri 09/06/17**
2	**Tender Period**	**143 days**	**Mon 15/08/16**	**Thu 09/03/17**
3	Submission of tender	0 days	Mon 15/08/16	Mon 15/08/16
4	Review of tender by LUL	25 days	Mon 15/08/16	Fri 16/09/16
5	BAFO negotiations	15 days	Mon 19/09/16	Fri 07/10/16
6	Review of BAFO by LUL	15 days	Mon 10/10/16	Fri 28/10/16
7	Preferred bidder status notification	0 days	Thu 22/12/16	Thu 22/12/16
8	Further negotiations	43 days	Thu 22/12/16	Tue 28/02/17
9	Standstill period	7 days	Wed 01/03/17	Thu 09/03/17
10	Award of LOT 1 to Skanska	0 days	Thu 09/03/17	Thu 09/03/17
11	**Mobilisation Period**	**83 days**	**Wed 15/02/17**	**Fri 09/06/17**
12	**Operational Plans**	**58 days**	**Wed 15/02/17**	**Fri 05/05/17**
13	Produce contract management plan	23 days	Wed 15/02/17	Fri 17/03/17
14	Produce PPM plan	13 days	Wed 12/04/17	Fri 28/04/17
15	PPM plan approved by LUL	0 days	Fri 05/05/17	Fri 05/05/17
16	Produce coating MST	18 days	Wed 22/02/17	Fri 17/03/17
17	Coating MST approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
18	Produce vegetation management MST	23 days	Wed 15/02/17	Fri 17/03/17
19	Vegetation management MST approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
20	Produce Interventions MST	18 days	Wed 22/02/17	Fri 17/03/17
21	Interventions MST approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
22	Produce fault MST	18 days	Wed 22/02/17	Fri 17/03/17
23	Fault MST approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
24	Produce cable post MST	15 days	Mon 27/03/17	Fri 14/04/17
25	Cable post MST approved by LUL	0 days	Fri 21/04/17	Fri 21/04/17
26	Produce ladder upgrades MST	18 days	Wed 22/03/17	Fri 14/04/17
27	ladder upgrades MST approved by LUL	0 days	Fri 21/04/17	Fri 21/04/17
28	Produce tunnels, girders & covered ways MST	18 days	Wed 01/03/17	Fri 24/03/17
29	Tunnels, girders & covered ways MST approved by LUL	0 days	Fri 31/03/17	Fri 31/03/17
30	Produce cable stiles MST	15 days	Mon 27/03/17	Fri 14/04/17
31	Cable stiles MST approved by LUL	0 days	Fri 21/04/17	Fri 21/04/17
32	Produce support services MST	18 days	Wed 22/02/17	Fri 17/03/17
33	Support services MST approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17



Project: LOT 1 Mobilisation Programm
Date: Tue 14/03/17

Task	External Tasks	Duration-only	External Tasks	Deadline	
Split	External Milestone	Manual Summary Rollup	External Milestone		
Milestone	Inactive Milestone	Manual Summary	Critical		
Summary	Inactive Summary	Start-only	Critical Split		
Project Summary	Manual Task	Finish-only	Progress		

ID	Task Name	Duration	Start	Finish
34	Produce contract construction phase plan	18 days	Wed 22/02/17	Fri 17/03/17
35	Contract construction phase plan approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
36	Produce emergency preparedness plan	18 days	Wed 22/02/17	Fri 17/03/17
37	Emergency preparedness plan approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
38	Produce quality plan	18 days	Wed 22/02/17	Fri 17/03/17
39	Quality plan approved by LUL	0 days	Fri 24/03/17	Fri 24/03/17
40	Produce Environmental plan	18 days	Wed 01/03/17	Fri 24/03/17
41	Environmental plan approved by LUL	0 days	Fri 31/03/17	Fri 31/03/17
42	Produce site waste management plan	18 days	Wed 01/03/17	Fri 24/03/17
43	Site waste management plan approved by LUL	0 days	Fri 31/03/17	Fri 31/03/17
44	**Upgrade of Snaresbrook depot phase 1**	**40 days**	**Mon 27/03/17**	**Fri 19/05/17**
45	Remove existing stock & plant	5 days	Mon 27/03/17	Fri 31/03/17
46	Disconnect electricity supply	5 days	Mon 27/03/17	Fri 31/03/17
47	Disconnect water supply	5 days	Mon 27/03/17	Fri 31/03/17
48	Remove existing cabins	5 days	Mon 27/03/17	Fri 31/03/17
49	Prepare depot and foundations for new modular units	17 days	Mon 03/04/17	Tue 25/04/17
50	Install modular units	15 days	Tue 25/04/17	Mon 15/05/17
51	Reinstate all disconnected services	5 days	Mon 15/05/17	Fri 19/05/17
52	Re-stock depot with plant, equipment & materials	5 days	Mon 15/05/17	Fri 19/05/17
53	**Upgrade of Snaresbrook depot phase 2**	**55 days**	**Mon 27/03/17**	**Fri 09/06/17**
54	Remove existing stock & plant	5 days	Mon 27/03/17	Fri 31/03/17
55	Disconnect electricity supply	5 days	Mon 15/05/17	Fri 19/05/17
56	Disconnect IT server (store for re-installation)	5 days	Mon 15/05/17	Fri 19/05/17
57	Disconnect water supply	5 days	Mon 15/05/17	Fri 19/05/17
58	Disconnect CCTV	5 days	Mon 15/05/17	Fri 19/05/17
59	Remove existing cabins	5 days	Mon 22/05/17	Fri 26/05/17
60	Prepare depot and foundations for new modular units	5 days	Mon 29/05/17	Fri 02/06/17
61	Install modular units	5 days	Wed 31/05/17	Tue 06/06/17
62	Reinstate all disconnected services	5 days	Mon 05/06/17	Fri 09/06/17
63	**Commencement of Contract**	**0 days**	**Mon 03/04/17**	**Mon 03/04/17**
64	Start date on site	0 days	Mon 03/04/17	Mon 03/04/17



Project: LOT 1 Mobilisation Programm
Date: Tue 14/03/17

Task	External Tasks	Duration-only	External Tasks	Deadline	
Split	External Milestone	Manual Summary Rollup	External Milestone		
Milestone	Inactive Milestone	Manual Summary	Critical		
Summary	Inactive Summary	Start-only	Critical Split		
Project Summary	Manual Task	Finish-only	Progress		

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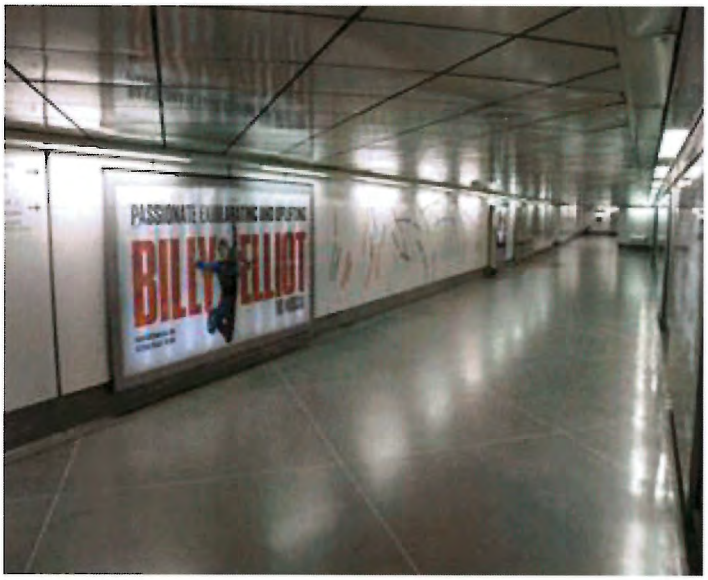
Appendix 2: Business Continuity Plan

Projects/021473-00082/JVR/SMJT

[redacted]

Business Continuity Management Plan 2017
Structural Maintenance Services Contract

Above - Photographs of asset before Bridgeguard application:



Above - Photographs of asset after Bridgeguard application

Prepared, Revision, Approval and Distribution Record

Prepared By: Jez Burrows Project Manager	Signature:	Date: 16/03/2017
Reviewed By: Campbell McKechan Contract Manager	Signature:	Date:
Approved By: James Holmes Operations Director	Signature:	Date:
Next Review Date: September 2017		

Distribution Record

Copy No	Name	Title	Contract	Location:	Tel No:
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Amendment Record

All amendments to this document must be signed off by the Ops Director & MD

Amendment No	Description	Authorised by	Date

Index

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Amendment record	3
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Infrastructure Services Business Continuity Management Policy Statement

Skanska Infrastructure Services recognises the risk of a major incident and the potential consequences upon our business. A loss of business continuity for Skanska Infrastructure Services would be an event which would lead to the operating unit, or one of its contracts, no longer being able to continue as a business.

Skanska Infrastructure Services have undertaken a risk-based approach to provide a strategy and structure to respond to threats which pose the greatest risk to our business to assist in business continuity.

We will:

- Identify and prioritise the company's core activities which if disrupted, even for a short period, would have serious consequences for the company's future;
- Identify key resources needed to reinstate each critical activity in terms of personnel, accommodation, information and equipment within 48 hours on an incident;
- Highlight the dependencies between the different offices, external suppliers and clients;
- Identify and document the actions required to overcome a loss of business continuity, in the immediate aftermath and the short term thereafter in line with BS 25999-1: 2006;
- Identify, document and inform individuals of their roles and responsibilities after an incident occurs; and
- Provide a structured basis for testing the plan and evaluating the results.

This statement along with the Business Continuity Management Plan (BCMP) will be reviewed annually and upon any changes to the work locations that support our business. This document is also available to the public and interested parties on request.

Adrian Cooke
Managing Director
Skanska Infrastructure Services
September 2015

Infrastructure Services Business Continuity Management Plan

Introduction

The primary purpose of this document is to set out the immediate actions to be taken in the event of loss of business continuity within Skanska Infrastructure Services. To assist in a structured approach, the document is based on the BS 25999-1: 2006 Business Continuity Management – Part 1 Code of Practice and Part 2 Specification.

While overall authority and responsibility for the successful recovery of operations lies with the Managing Director (MD), responsibility for the administration and management of the Business Continuity Management Plan (BCMP) has been delegated to the Campbell McKechan (Contract Manager) and Mark Driscoll (Senior Project Manager).

The recovery of loss of business continuity begins at the time of the event, but it is concerned with the future, and the resumption of normal operations with the minimum of delay.

Objectives

The Business Continuity Management Plan (BCMP) is part of a risk management framework and evaluates areas of consideration to be taken into account to allow the business to continue in the short term in the aftermath of loss of business continuity and aims to:

- Establish a management team to take control in the event of an incident;
- Cope with the immediate impact of loss of business continuity if one occurs;
- Minimise the severity of the loss of business continuity in the short term; and
- Priority shall always be people, environment and operations, in that order.

This document covers all areas of operations undertaken by Skanska Infrastructure Services Structural Maintenance Services Contract.

Typical Scenarios

It is unrealistic for the BCMP to address every risk or threat facing the scenarios company's business. It is therefore necessary to utilise a risk-based approach to ensure that this BCMP addresses the threats, which pose the greatest typical risks to the company. For each threat, the seriousness of the consequence and the probability have been given a rating from 1-3, where 1 is minor consequence or low probability and 3 is high consequence or high probability. These ratings have been combined to assess the typical risk in a green-amberred scale as follows:

1 – Minor disruption locally managed	Acceptable risk
2 – Disruption to operations	Risk can be addressed
3 – Major impact on all operations	Unacceptable risk

Resulting from the risk assessment the key items on which the BCP will focus are listed in the table below:

Threat	Consequences	Rating	BCP Action
Fire	Loss of office based operations and equipment	3	Establish alternative temporary offices
Flood	Loss of office based operations	3	Establish alternative temporary offices
Theft/malicious damage/sabotage	Loss of equipment and/or confidential documents	3	Secure site, contact local authorities and where necessary establish alternative temporary offices
Loss of IT systems	TMA failures leading to street work fines. No access to network shares. No access to finance/payment systems. No works management systems/ mobility. No e-mails.	3	ITSD to review their options under their BCMP
Flu pandemic or similar virus	Production delay leading to financial penalties for failing to deliver project	3	May result in parts of the OU having its operations reduced until the epidemic has subsided
Loss of business due to major client insolvency	Financial issues	3	Corporate BCMP – None. BCMT identify and undertake corrective measures
Changes in central government laws/ policies	Cost to employ staff, landfill taxes or aggregate levy rises	2	Corporate BCMP – None. BCMT identify and undertake corrective measures
Non-delivery to client e.g. due to loss of subcontractor	Production delay leading to financial penalties for failing to deliver project	2	Corporate BCMP – None. BCMT identify and undertake corrective measures

Threat	Consequences	Rating	BCP Action
Industrial action	Disruption to operations	2	Corporate BCMP – None. BCMT identify and undertake corrective measures
Loss of reputation	Loss of confidence by Skanska AB and our Client	2	Corporate BCMP – None. BCMT identify and undertake corrective measures
Loss of key personnel	Disruption to operations	2	Corporate BCMP – None
Loss of access to place of works	Staff unable to reach place of work	1	Arrange alternative staff transport to alternative temporary office
Loss of equipment/plant/ vehicles	Production delay leading to financial penalties for failing to deliver project	1	Secure site, contact local authorities and plant & transport department
Loss of /lack of fuel	Staff unable to get to place of work due to fuel shortage	1	Corporate BCMP – Review current operating strategy

Roles and responsibilities

The Infrastructure Services Business Continuity Management Team (BCMT) shall include the senior members of the management team with additional nominated Recovery Leaders and their Deputies from contracts within the operating unit as set out below:

In an emergency when the Managing Director agrees to invoke the BCMP, the BCMT will contact respective Recovery Leader who in turn will advise their respective deputies of the actions being taken.

The BCMPT will be responsible for the following:

Managing Director – Adrian Cooke
Deputy – James Holmes

- Appoint a person with appropriate seniority and authority to be accountable for the BCMP and implementation;
- Appoint one or more individuals to administer and manage the BCMP; and
- Implementation of the BCMP.

BCMP Owner – Campbell McKechan
Deputy – Mark Driscoll

- Management of the BCMP;
- Implement a method of briefing the staff during the recovery phase; and
- Review, exercise and update the BCMP.

Operations Director – James Holmes
Deputy – Rob Rayner

- In the absence of the MD, implementation of the BCMP;
- Identify the impacts of an operational disruption to business continuity to be included in the BCMP;
- Appoint sufficient trained personnel, equipment and materials for the operation of the BCMP;
- Notify stakeholders of disruptions to operations;
- Maintain business continuity through the recovery process in order of people, environment and operations; and
- Maintain effective communications through the recovery process internally and where applicable externally in line with corporate communications procedures.

Commercial Director – Richard Newnham
Deputy – Matthew Penfold

- Provide a schedule of losses for expenditure and replacement of equipment and facilities;
- Maintain a list of subcontractors and suppliers. The list will form a part of the BCMP and will be kept updated on a monthly basis and transferred to the electronic copy of the BCMP within the Integrated Management System (IMS);
- Provide temporary office facilities, when required, within 24 hours of a major incident; and
- Maintain effective communications through the recovery process.

Finance Director – Peter McMichael
Deputy – Nick Ellis

- Assess staffing requirements due to the relocation;
- Maintain regular dialog with the relevant Banks and Credit companies to ensure there is no loss of confidence in Skanska UK's future operations; and
- Maintain effective communications through the recovery process.

Business Development – Tony Cook
Deputy – Ian Mason

- Provide a summary report of IT losses, immediate replacement requirements and an estimate of when computer systems will have reached minimum efficiency in liaison with Information Technology Service Department (ITSD);
- Provide remote access (Citrix secure gateway) for personnel who have broadband facilities at home in liaison with ITSD;
- Establish temporary site facilities in liaison with ITSD;
- Establish permanent site facilities in liaison with ITSD; and
- Maintain effective communications through the recovery process.

Head of HR – Yvonne Lynne
Deputy – Louise Wilkinson

- Provide a list of all current staff and contact details for all site locations. The list will form a part of the BCMP and will be kept updated on a monthly basis and transferred to the electronic copy of the BCMP within the Integrated Management System (IMS);
- Maintain a list of all next of kin for all staff ensuring that all relevant requirements of the Data Protection Act 1998 (1998 Chapter 29) have been addressed; and
- Maintain effective communications through the recovery process.

Recovery Leader – Colin McKechan

- Assist in maintaining business continuity through the recovery process in order of people, environment and operations;
- Contact the relevant emergency services;
- Secure site and establish a safe area where the injured can be treated;
- Evaluate incident and report to the Operations Director and escalate in accordance with CP-23;
- Setup an emergency operations centre;
- Co-ordinate the re-location of employees;
- When required, organise a minibus to transport employees to the alternative site through the procurement department;
- When required, organise temporary office facilities through the procurement department;
- Notify relevant subcontractors and suppliers of disruptions to operations and alternative arrangements;
- Maintain effective communications through the recovery process; and
- Any tasks allocated by the Operations Director or his/her Deputy.

Recovery Deputy – Mark Driscoll

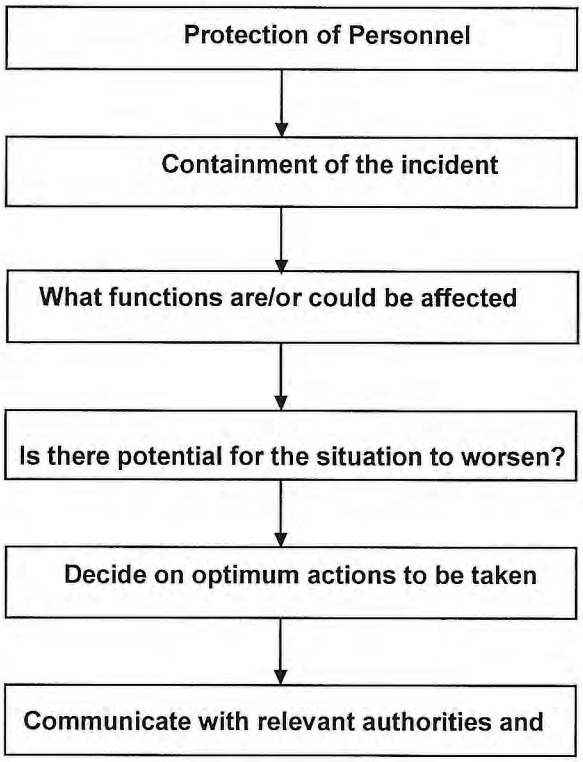
- Assist in maintaining business continuity through the recovery process in order of people, environment and operations;
- Assist the Recovery Leader in undertaking his/her responsibilities; and
- Undertake the responsibilities of the Recovery Leader in his/her absence;

SHEQ – Dave Lowe, Stephen Golding, Scott Ashton

- Assist in maintaining business continuity through the recovery process in order of people, environment and operations;
- Assist the Recovery Leader in undertaking his/her responsibilities; and □ Maintain effective communications through the recovery process.

Evacuation priorities

The emergency response procedures essentially take the form of the following flow chart and will be the guidelines upon which the loss of business continuity Recovery Leader and his deputy base their response plan.



Following a major incident the immediate priority for the BCMT will be:

- The safety of its staff and visitors;
- The environment;
- The identification of work considered critical e.g. late stages of preparing bids or key milestones for a project; and
- Notification to relevant clients, subcontractors and suppliers of any business relocation.

An Emergency Operations Centre will need to be established to enable the effective management of any incident. The following must be considered in selecting the site for the Emergency Operations Centre:

- Location of the operations centre (taking account of possible cordons created by the emergency services);
- Design and equipping of the centre; and
- Communications requirements.

Evacuation plans are included within the appendices:

- Appendix 1 - Evacuation during normal office hours
- Appendix 2 – Evacuation plan out of office hours

Recovery options

Recovery options are categorised as minor, serious and major as outlined in paragraph 1.3. Alternative arrangements for each site re-location have been identified within the Appendices:

- Appendix 3 – Aldersgate plan
- Appendix 4 – Snaresbrook plan

As part of business continuity planning, identified key members of staff will be able to work from home. This will be initially implemented for up to 10 days until temporary facilities can be arranged.

Communications

In the event of any loss of business continuity, the designated Recovery Leader will take control and assess the scenario in the first instance. He/she would start the communication process to the Operations Director or his/her deputy, teams, stakeholders etc.

It is vital that key team members each have a designated 'deputy' and vice versa, in case of absence when the loss of business continuity occurs, so that the procedures do not fall at the first hurdle.

Skanska UK has drawn up procedures for dealing with internal and external communications in the event of a crisis. These can be found in Appendix 5.

Retention of records

All records must be stored within fire proof containers. Where essential records are required for business continuity during an incident, these must transported to a secure location.

Dispersal of staff

Should the decision be made by the Recovery Team, Operations Director, Police or Fire Service to evacuate a site, the MDs shall be informed and staff relocated to the site(s) identified within the respective appendix.

Local transport

The recovery Leader or deputy will liaise with Fleet Services to organise transport between sites. Telephone contact details are attached at Appendix 6.

Transfer to temporary offices

The recovery Leader or deputy will liaise with Plant services to organise temporary offices if required. Telephone contact details are attached at Appendix 6.

Contact details

Contact details for emergency services, HSE, EA and local authorities are contained within site details appendices 2-13. Coupled with this, a telephone contact list of key personnel is attached at Appendix 6.

Diary

All member of the BCMT will maintain a diary of events and key decisions taken during and following the incident. A secretary will be appointed by the Operations Director to consolidate this information on a day to day basis and to circulate a daily log to all members of the BCMT.

An example site diary is attached at Appendix 7.

Post-incident review and report

A reasonable time after the incident to allow for reflection, but not so long after that memories are diminished, the BCMT will conduct a review of how the incident was handled and where improvements could be made. A final report shall be presented to the Skanska UK Business Continuity Management Team.

Appendix 1 - Initial evacuation during normal office hours

Serial	Item	Person(s) responsible
1	Alarms sounded – Offices evacuated	Fire Marshall
2	Emergency services called	Fire Marshall
3	Building checked to ensure it has been evacuated and that there are no casualties	Fire Marshall
4	Staff & visitors accounted for	Fire Marshall
5	Treatment of any walking wounded	First Aiders/Emergency services
6	Recovery and treatment of any one injured or trapped	Emergency services
7	Incident under control. Site and building safety assessed by emergency services. Control of site returned to Recovery Leader	Emergency services/Recovery Leader
8	Recovery Team to assess the severity of the situation and react as appropriate	Recovery Leader/Deputy
9	MD informed and escalated	Recovery Leader/ Deputy
10	BCMP implemented – Key staff relocated	MD/ Recovery Leader/Deputy
11	Staff and suppliers informed, operations suspended – staff and suppliers will be informed of alternative arrangements	Operations Director/ Recovery Leader/Deputy
12	In the event of serious injury or death, next of kin to be informed	HR Business Partner
13	If car parks cannot be accessed alternative transport shall be arranged / co-ordinated	Recovery Leader/Deputy
14	If the area is safe. Immediate assessment of site for anything that may cause a breach of environmental legislation.	Environmental Manager/Recovery Leader/Deputy
15	If required, EA and HSE informed of incident by Head of H&S	Head of H&S
16	Inform clients and subcontractors of the situation and their arrangements for transferring and continuing the business. (They should ensure information is released ahead of any media release.)	MD/Operations Director
17	If required, Media informed	Head of Communications
18	Skanska AB informed	Head of Communications
19	Insurance companies informed of incident and temporary arrangements.	Finance Director
20	Assess for work, records lost, critical work or dates to be met and establish a recovery plan.	Recovery Leader/Deputy
21	All telephone calls diverted to?	Business Systems Manager
22	E-mail services re-established?	Business Systems Manager

Appendix 2 - Initial evacuation out of office hours

Serial	Item	Person(s) responsible
1	Alarms sounded – Offices evacuated.	Security
2	Emergency services called.	Security
3	Building checked to ensure it has been evacuated and that there are no casualties.	Security
4	Staff & visitors accounted for.	Security
5	Treatment of any walking wounded.	Emergency services
6	Recovery and treatment of any one injured or trapped.	Emergency services
7	Recovery Leader called and informed of incident	Security
8	Incident under control. Site and building safety assessed by emergency services. Control of site returned to Recovery Leader	Emergency services/Recovery Leader
9	Recovery Team to assess the severity of the situation and react as appropriate	Recovery Leader/Deputy
10	MD informed and escalated	Recovery Leader/ Deputy
11	BCMP implemented	MD/ Recovery Leader/Deputy
12	If required, EA and HSE informed of incident by Head of H&S	Head of H&S
13	Inform clients and subcontractors of the situation and their arrangements for transferring and continuing the business. (They should ensure information is released ahead of any media release.)	MD/Operations Director
14	If required, Media informed	Head of Communications
15	Skanska AB informed	Head of Communications
16	Insurance companies informed of incident and temporary arrangements.	Finance Director
17	Assess for work, records lost, critical work or dates to be met and establish a recovery plan.	Recovery Leader/Deputy
18	All telephone calls diverted to?	Business Systems Manager
19	E-mail services re-established?	Business Systems Manager